



NATO Communications
and Information Agency

Customer Services Catalogue

Part I: Customer Handbook

Centralized Service Desk Phone Numbers

Belgium: +32 65 44 3177
Netherlands: +31 70374 3177
Italy: +39 081 721 3177
Germany +49 282 4978 3177

Other National numbers will be promulgated as
and when they become available



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Table of Amendments

Amendment No	Date Released	Remarks
Original 1.0	Dec 2014	ASB notation
1.1	10 Feb 2015	Service Line Chiefs point of contact updated.
1.2	24 Apr 2015	Digitalized version of the 2015 ICSC released on the internet via DNBL Portal.
1.3	19 May 2015	Customer Support Unit Points of Contacts info were updated.
1.4	2 Jul 2015	Terms "2015 Interim Customer Services Catalogue" and associated abbreviations were removed.
1.5	10 Nov 2015	Added chapter for 5 Top Qs, updated existing chapters, added forewords, corrections, spell checks and reformatting.

DISCLAIMER



This document is meant to provide a printable snapshot of the digitalized NCI Agency Customer Services Catalogue available on the internet at <https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx> as of November 2015. The digitalized Customer Services Catalogue is the controlled version that takes precedence over this pdf document.

The Customer Services Catalogue is considered *interim* until costing of services is available. The annual dates such as "2015" are no longer used for reference to this catalogue. Newer versions will be published on the web to ensure major changes are communicated to our Customers and Service Suppliers.

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Foreword by NATO Deputy Secretary General

Bringing Stability to an Unstable World: Collective Defence, Crisis Management and Cooperative Security



Today, NATO faces greater challenges than it has for a generation. The need for Allies and partners to work together, and to adapt and react to rapidly changing circumstances, has never been more important.

The online NCI Agency Customer Services Catalogue is an invaluable tool for all NATO Allies, agencies and partners who need to update or improve their IT systems and infrastructure.

It offers a wide range of services, from requirements setting and implementation, to testing and exercise support. The NCI Agency

Catalogue already offers a wide range of IT solutions to the Alliance's requirements and problems.

This will help to enhance interoperability, provide value for money, and speed up the implementation of often large and complex IT programs. It will support the 'NATO First' policy that some nations have signed up to, using pre-existing, commonly-funded solutions to fulfil national requirements.

By helping Allies and Partners to work more collaboratively and more efficiently, this catalogue can help nations to achieve the three core tasks of the Alliance as set out in the Strategic Concept – collective defence, crisis management and cooperative security.

NATO is changing. The implementation of the Readiness Action Plan is our number one priority. It will help NATO to stay strong and, with the support of our neighbours and friends around the world, will help to bring stability to an unstable world. The NCI Agency's online catalogue, which draws upon their expertise on common-funded capabilities and multinational projects and programs, contributes to this effort.

Ambassador Alexander Vershbow
Deputy Secretary General, NATO
September 2015

A handwritten signature in black ink, which appears to read "Sandy Vershbow". The signature is written in a cursive style with a long, sweeping underline.

Foreword by Chairman of the Military Committee

C3ICT- Crucial Components for an Evolving Strategic Environment



NATO is in an age of unpredictability, heightened competition between state actors, and dynamic security challenges. NATO must rapidly field, mobilize, deploy and operate robust multinational formations in order to remain flexible and primed in today's ever-changing security environment. The last twenty years have seen unprecedented interoperability between the various entities within the NATO structure. The recent reform of the NATO Command Structure, the amplified role of the NATO Force Structure and the national contributions from Allies as well as Partners for non-Article 5 operations and missions are indicative of the changes afoot.

As the Deputy Secretary General points out in his own Foreword to the publication, the Readiness Action Plan (RAP) is yet another example of NATO's metamorphosis. As agreed in Wales in 2014, the RAP will provide NATO with a comprehensive force package tailored to suit the contemporary security dilemma. However, the Alliance must continue to evolve in this strategic context.

NATO's ability to become more future-oriented, proactive, versatile, and flexible relies on Command, Control and Communications (C3) as well as Information Communication Technology (ICT) - these represent the backbone that allows NATO to carry the weight of the aforementioned tasks in any aspect of the modern strategic context. This new, online edition of the NCI Agency Customer Service Catalogue, therefore is a crucial component of the NATO toolbox. It is a repository of goods and services that Nations and Partners can access to find C3 and ICT tools, expertise, and corporate knowledge. The world often calls upon NATO to provide stability in a volatile environment. The Catalogue is a vehicle, available to Alliance Nations and Partners alike, that provides inclusive and efficient tools for greater interoperability at affordable cost. These characteristics will be highly sought after as the Alliance navigates the evolving strategic environment, especially with support to Connected Forces and RAP implementation. More than that, the Catalogue will play an increasingly important role in bringing savings to Nations and increasing their interoperability.

In sum, while already a useful component of the NATO Toolbox, it is worth considering that the NCI Agency Customer Service Catalogue will continue to evolve into a more service based document and will, in future years, present to customers with clear and costed CIS services which they can then select in order to best support the successful conduct of their mission. I recommend that all member Nations and Partners exploit the products and services that NCI Agency has to offer in this year's Catalogue.

General Petr Pavel
Chairman of the Military Committee
September 2015

A handwritten signature in blue ink, appearing to read "P. Pavel".

Introduction by the General Manager

I am pleased to present you with the NCI Agency's online Customer Services Catalogue (CSC) - result of our persistent effort to provide most up to date repository of our available services.

Our dedication to improve the quality, relevancy and usability of the CSC resulted in delivery of a crucial component of the NATO toolbox, recognized and used by the Customers. For the NCI Agency, the CSC is the ultimate source of developing Service Level Agreements (SLAs), Programmes of Work (POWs), Proposals and Agreements.



The Online CSC, based on the 2015 Interim CSC, with improved content and harmonized Service Descriptions offers new features and sections:

- Forewords from NATO Deputy Secretary General and Chairman of Military Committee,
- Customer Request Form (CRF),
- Frequently Asked Questions,
- Customer Feedback ,
- List of the NATO Software Tools.

Reform of the NATO Command Structure (NCS), amplified the role of the NATO Force Structure (NFS) and national contribution from Allies as well as Partners for non-Article 5 Operations & Missions. This growth is increasingly visible in the context of NATO's overall Readiness posture including the Readiness Action Plan (RAP) implementation. At the same time, some Nations declared "NATO First Policy" to re-use commonly-funded developed solutions in the national context. I truly believe that the online NCI Agency Customer Services Catalogue will play an increasingly important role in bringing the savings to the Nations and increasing their interoperability with the NCS and within the NFS, to achieve NATO Forces 2020.

Further to the approval of the Customer Funding Regulatory Framework by the North Atlantic Council in July 2015, priced pilot services will be included in the CSC by fall 2016, and CSC with fully priced services based on a fee-for-service portfolio is expected to be available by end 2017.

In our enduring partnership, we are eager to hear the Customers' advice on effectiveness of our online CSC and delivery of Agency services across Alliance and the Nations. You can provide it by using the "Customer Feedback" button of the online CSC or by answering the Customer Satisfaction Surveys the NCI Agency conducts a regular basis. Through addressing your comments and suggestions, we can further excel as the lead agent and capability provider for NATO C4ISR.

My Point of Contact is the Director Demand Management:

Dr Velizar Shalamanov
Director Demand Management
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8141 Fax +32 2 707 8770
Email Velizar.Shalamanov@ncia.nato.int
Email Demand.Management@ncia.nato.int

Be reassured that our primary focus remains the customer satisfaction and we are continuously improving the way we work, collaborate and deliver.

Sincerely,

Koen Gijsbers
 GM NCI Agency
 October 2015

Customer Services Catalogue (CSC) Outline

CSC Introduction

The Agency-wide Customer Services Catalogue reflects the business scope of the NCI Agency and is intended to be the single reference for NCI Agency Customers. CSC facilitates service ordering and request fulfilment for all customers. Based on the NCI Agency 2015 interim Customer Catalogue of C4ISR services and 2015 Customer Services Catalogue, it offers several improvements and incorporates Customers’ feedback.

CSC aligns our service line concept and contains currently available services. It includes the services with corresponding colour-coding. CSC is subject to continued improvements and is constantly developed in an incremental manner, adopting further customers’ feedbacks and best practice from industry.

Today, Agency in coordination with its stakeholders, is in the process of further consolidation of Service Portfolio to ensure clarifications on the Customer Facing Services.

In the future, Customer Service Catalogues tailored to various stakeholders will be extracted from the NCI Agency Master Service Catalogue. These catalogues will provide for grouping of services to a level of granularity that will facilitate Service Requests by the customers. An overview of the NCI Agency’s roadmap for developing a fully-costed CSC is presented in **Figure 1 - NCI Agency’s Roadmap to Costed Services**. Priced pilot services will be included in the CSC by fall 2016, and CSC with fully priced services based on a fee-for-service portfolio is expected to be available by end 2017.

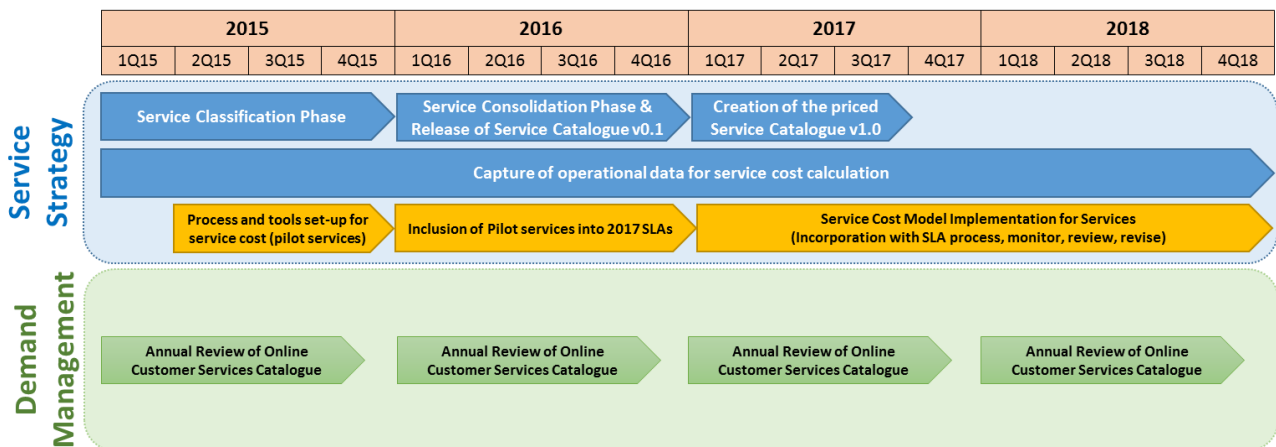


Figure 1 - NCI Agency’s Roadmap to Costed Services

The Customer

The definition of Customer drawn from the NCI Charter is “a NATO nation or group of nations (to include NATO Partner nations when approved by the NAC) or a NATO entity (e.g. NATO Command or Agency), or other international entities when approved by the NAC, who is a budget holder, i.e. has authority to obligate and expend funds, and to sign an agreement with a provider for the delivery of a defined product or service, at an agreed costs, and within an agreed timeframe.”

The Customer Facing Service

A customer facing service is an Information Technology (IT) or Subject Matter Expertise (SME) service, which the NCI Agency offers to its customers. This service will normally support the customer’s business processes and facilitate one or more outcomes desired by the customer.

Although the CSC contains a number of services that could be considered 'technical' or 'supporting', these services will gradually be phased out of the Customer Services Catalogue; as customers will develop their own 'Intelligent Customer roles' and the NCI Agency's Master Service Catalogue is further developed.

Content of the CSC

The CSC is composed of two parts: Part-I, Customer Handbook (Chapters 1 to 7) and Part-II, The Service Descriptions (Chapter-8). Part-II is available online and printout can be provided on request.

In the Part-1, following the forewords by NATO Deputy Secretary General, Chairman of the Military Committee and introduction by the General Manager, Chapter 1 provides the answers to the 5 Top Questions which NCI Agency Customer may ask. Chapter 2 includes Organizational Design of the NCI Agency along with the Service Model for CSC and a short presentation of the Service Lines and Programme Offices. This is followed by clarification on applicable legal and financial policies (Chapter 3), the procedures for customers to request services from the Agency (Chapter 4), and associated support terms and conditions (Chapter 5). Chapter 6 addresses Strategic Partnership and Customer Relationship Management. Finally, Chapter 7 provides the List of Services. Part II provides detailed Service Descriptions, and Annex A includes the Customer Request Form (CRF).

For more information please contact:

Mrs Agata Szydelko
CSC Lead
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8241
NCN 255 8241
Email Agata.Szydelko@ncia.nato.int
Email Demand.Management@ncia.nato.int

Link with Service Level Agreements and Programmes of Work

SLAs define the service tailored to the needs of the service subscriber, the conditions for the service delivery and the related cost. The SLT (service level target) for the service for the supported staff will be available in the CSC. For the other services, the SLA will be tailored based on templates also available through the CSC or agreed on case-by-case with the customer where required. SLA planning begins with capturing the functional requirements by using both the latest Customer Services Catalogue and the previous year's SLA reporting data.

The requirements collection and evaluation phase is followed by the arbitration phase where the Account Manager de-conflicts and finalizes the service levels according to Service Line Chief's capacity assessments. The service level targets provide a quantitative measurement of service availability.

In order to facilitate the preparation of the 2016 SLAs and Programmes of Work (POW), the CSC Services have been mapped against the 2015 Standard Service List included in the Budget Committee Military Budget Guidance for 2015 CIS Requirements (Ref. 20), to the maximum extent possible. Wherever possible, the corresponding Budget Activity Codes were provided.

How to use this Catalogue?

General Procedures

1. Review Chapter 7 for a Listing of Services offered. The colour-coding of the service(s) corresponds to the CSC Service Model.
2. Access the Online CSC and review Detailed Service Descriptions, using the unique Service ID Number.
3. For changes to existing service requirements, use the Customer Request Procedure in Chapter 4.
4. To request new services follow the Service Request Procedure as explained in Chapter 4 by using the CRF accessible via online CSC.
5. Use Chapter 5 to determine your required Service Support Level and Priority for each service.

Service Attributes Definitions

The purpose of defining the service attributes is to provide the customer with an understanding of how we describe our services offered in the CSC. These attributes will help the customer identify which service(s) would best fulfil their requirement(s). The following improved template is used for the reference in this CSC:

Attribute	Meaning
Service ID code	Unique Service ID number
Organizational Element	Name of the Service Line /Directorate/Programme Office
Mapping to 2015 SSL or Service Group	As per BC-D(2014)0040-ADD1 301, Appendix 1 (for budget purposes) - Standard Service List
Service Area	5 top level divisions of services (AC/337-N(2013)0046, para. 14)
Service Group	Decomposition of the Service Area (if applicable)
Service Type	A. Mapping against the C3 Taxonomy, down to the lowest level of granularity; and B. Mapping against the C3 Technical Services Taxonomy, down to the lowest level of granularity
Service Description	Summary description of what the service does, and including: System/Tool Name of a product/system/tool associated to the service and a brief description thereof
Value Added	The value to Customer in achieving Customer business deliverables and outcomes
Locations	NCI Agency Locations from where service is currently available
Dependencies	Part of baseline or independent service.
Available Networks	List of network domains on which service can be implemented (NU, NR, and ISAF SECRET etc.)
Support Availability	The type of support that is available for this service and the available timeframe: local business hrs, on-call, 24/7, onsite
Prerequisites	Any additional requirements (facility, security, technical, network certification, training, licencing etc.) to be met by the customer
Additional Information	Additional information specific to the service that cannot be found in the rest of the description

Table 1 - Service Attributes Definitions

Part I: CUSTOMER HANDBOOK

Chapter 1 – 5 Top Questions from the NCI Agency Customers

1. What is the NCI Agency?



The NATO Communications and Information (NCI) Agency "connects forces, NATO and Nations"- and is NATO's C4ISR provider, including cyber and missile defence. The NCI Agency supports NATO operations and exercises around the globe.

With roots going back over 60 years, the NCI Agency is created within the framework of the Alliance, charged with delivering interoperable and secure Communications and Information capabilities, expertise and services to its customers with greater efficiency, effectiveness and savings. Part of the increased efficiency comes from understanding the customers' current and emerging requirements and adopting a life cycle view of all services and products that the Agency provides. Key to meeting this mandate is the development of

a single, coherent service portfolio, including Customer Services Catalogue.

To the maximum extent possible, the NCI Agency reuses NATO capabilities and always delivers C4ISR based on the principles of "NATO Interoperable, Secure, Affordable, Fast and Easy (NISAFE)". Leveraging economies of scale, and sharing of knowledge with optimized use of resources the NCI Agency is positioned to accelerate the provision of services to its customers with greater affordability, through bilateral and multinational cooperation frameworks. The NCI Agency staff, composed of military and civilian experts is dedicated to faster delivery of solutions in an easy way, living and working in partnership with its customers at home and deployed on operations.

With Headquarters in Brussels, Belgium the Agency's central service providing elements are split between Mons, Belgium and The Hague, Netherlands and structured along Service Lines. The establishment of the NCI Agency in 2012, was a result of the merger of the former NATO Consultation, Command and Control Agency (NC3A), the former NATO Air Command and Control System Management Agency (NACMA), the former NATO Communication and Information Systems Services Agency (NCSA [except Deployable CIS]), the former Active Layered Theatre Ballistic Missile Defence (ALTBMD) Programme Office and part of the NATO HQ Information and Communication, Technology Management (ICTM).

2. Who are the NCI Agency Customers and What are the Engagement Priorities?

In general terms, the NCI Agency customers can be allocated into two main categories: NATO ENTERPRISE and NATO FEDERATION as is presented in the

Figure 2 - NCI Agency Customer Segmentation^{1 2}. The allocation takes into consideration the customers sharing mutual interests, requirements, and funding source and allows the NCI Agency to tailor the support and customer relationship management to best meet the customers' needs. Moreover, and building on the

¹ IC funded customer base is anchored in Service Strategy Directorate (SSTRAT) and under Chief Operating Officer (COO) leadership and governance. All other segments are under DM responsibilities.

² The Transferred NSIP Host-Nationship (HN) represents an instance where the NSIP Territorial Host Nation requests the NCI Agency support in executing the HN responsibilities or to act on behalf of the HN.

Customer Services Catalogue, it allows for customizing the NCI Agency offer with focus on specific customers and adjusting the engagement strategy.

The primary venues for engaging the NATO ENTERPRISE and NATO FEDERATION Customers are respectively Senior Customer–Supplier Board (SC-SB) and Chief Information Officers Conference (CIOC).

In accordance with NCI Agency 2015-2020 Strategic Plan, engagement priorities are the following:

1. Support to NATO operations and exercises³, including support to the Readiness Action Plan (RAP) implementation and the Ukraine C4 Task Force;
2. Support to the delivery of critical capabilities endorsed at the Wales Summit;
3. Routine support to NATO ENTERPRISE under Service Level Agreements (SLA) and Programmes of Work (POW);
4. Support to nations, including building partnerships to promote NATO for nations:
 - NATO Nations;
 - Partners: Partner Interoperability Advocacy Group (PIAG).

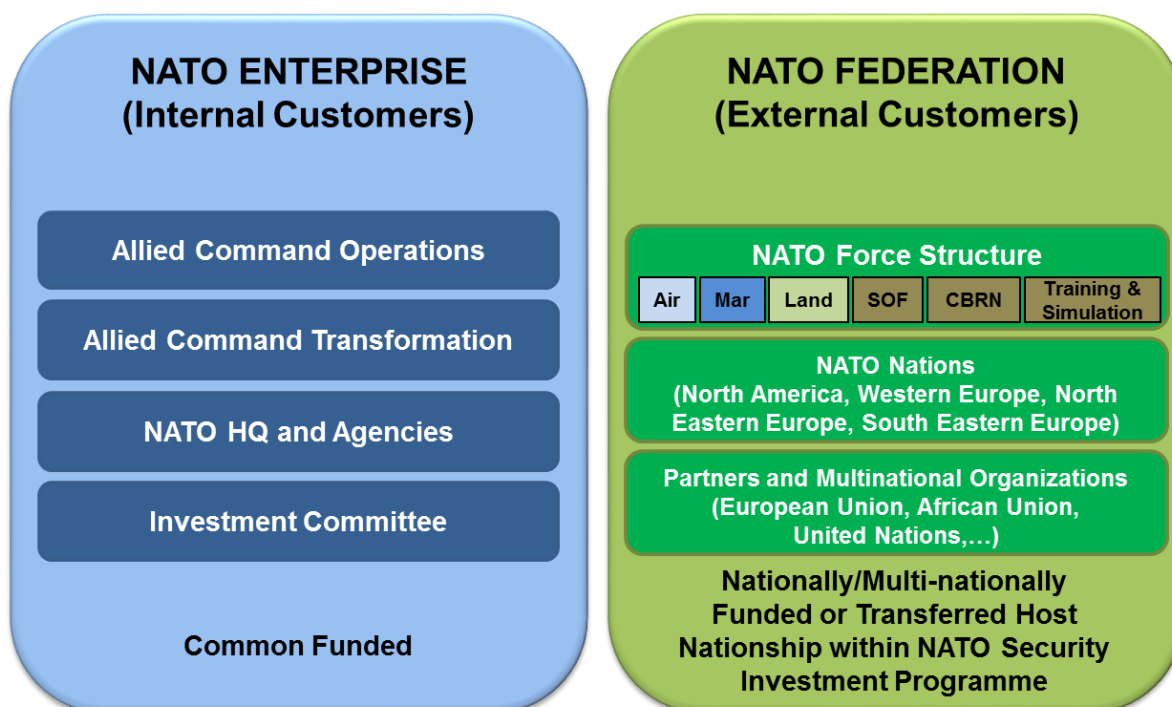


Figure 2 - NCI Agency Customer Segmentation

3. How to Cooperate with the NCI Agency?

The Demand Management (DM) Directorate serves as the entry point for Customers and is responsible for the initiation, management and coherence of Agency cooperation frameworks in the context of the Customer Services Catalogue (CSC). The objective of these cooperation frameworks is to establish the terms and conditions under which the Customers may receive support from the NCI Agency. Under the lead of Demand Management, in cooperation with the Legal Office (LO), Finance and the Directorate of Acquisition; the NCI Agency employs various cooperation frameworks based on customer, requirement, and urgency. Requests for

³ NAC approved operations and Military Training and Exercise Programme (MTEP) planned exercises

services outside of the CSC are forwarded to the Service Strategy Directorate (SSTRAT) for consideration and further action.

Category	Customer	Cooperation framework
NATO ENTERPRISE	Allied Command Operations (ACO) Allied Command Transformation (ACT) NATO Headquarters (NHQ) and Agencies	Service Level Agreement (SLA) price proposal
		Programme of Work (POW) price proposal
	Investment Committee (IC)	Type B Cost Estimate (TBCE) price proposal
NATO FEDERATION	NATO nations and partners* – bilateral cooperation	Framework C4ISR Memorandum of Understanding/Agreement (MOU/MOA) implemented through Technical Arrangements (TA) covering: <ul style="list-style-type: none"> • Specific projects; • Multi Year Programme of Work (MYPOW), with underpinning Task Orders (TO); • Service Level Agreements (SLA).
		Where no Framework C4ISR MOU/MOA is established: <ul style="list-style-type: none"> • Project or service (SLA) specific Memorandum of Agreement (MOA), Memorandum of Understanding (MOU), Memorandum of Working Arrangements (MWA), Letter of Agreement (LOA).
		Software Licence Agreements
	NATO nations and partners* – multilateral cooperation	Communications and Information Partnerships (C&IP)
		Memorandum of Understanding (MOU) for Multinational Project (project or service (SLA) specific)
		Trust Fund Executing Agent Agreement (project or service (SLA) specific)
NATO Force Structure and Multinational Organizations	Considered as NATO Nation if all participating nations are NATO Nations or as Partner nation if there is at least one Partner amongst the participating nations.	

* Cooperation with non-NATO Nations requires the North Atlantic Council (NAC) approval
Further cooperation frameworks, for example Brokerage Agreements are being considered for implementation.

Table 2 – NCI Agency’s Cooperation Framework with Customers

4. How much the NCI Agency Services Cost?

The NCI Agency is an integral part of NATO and per its Charter is customer-funded. In NATO, Customer Funding is a regime whereby the cost of the activities of an organisation are recovered by charging customers for the services provided, based on agreed costs, scope and timelines, rather than by funding contributions from member nations.

The NCI Agency charges its customers for the direct costs of the services provided based on the approved Customer Rates. Customer Rates are endorsed by the ASB, approved for customers by the NATO Budget Committee, fixed for one year and non-negotiable.

Further to the approval of the Customer Funding Regulatory Framework by the North Atlantic Council in July 2015, priced pilot services will be included in the CSC by fall 2016, and CSC with fully priced services based on a fee-for-service portfolio is expected to be available by end 2017.

5. What are the NCI Agency Services and How to Order Them? How Can I State my Compliments and Complaints on Services Delivered by the NCI Agency?

In fulfilling its mission, the NCI Agency delivers capabilities, expertise and services across the entire C4ISR lifecycle. The available services provided by the NCI Agency are described in the Customer Services Catalogue available on the NCI Agency website:

<https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx>

General procedure for requesting NCI Agency services:

1. Access the online CSC;
2. Click on “Services” for a Listing of available Services;
3. Select the service for a Detailed Service Description;
4. From the CSC home page navigate to “Support Terms And Conditions” to determine your required Service Support Level and Priority for each service;
5. Requests for services should be made using the Demand Management Customer Request Form accessible at the CSC homepage and a the NCI Agency website;
6. The appropriate cooperation framework will be used to provide a specific price proposal for your review and acceptance.

Customers can state their compliments and complaints through the online CSC by pressing the “Customer Feedback” button and filling in a Demand Management Customer Request Form.

For more information please contact:

Mrs Agata Szydelko
CSC Lead
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8241
NCN 255 8241
Email Agata.Szydelko@ncia.nato.int
Email Demand.Management@ncia.nato.int

Chapter 2 – The NCI Agency Organizational Design and Service Model

Organizational Design

Below picture provides the NCI Agency Organizational Design:

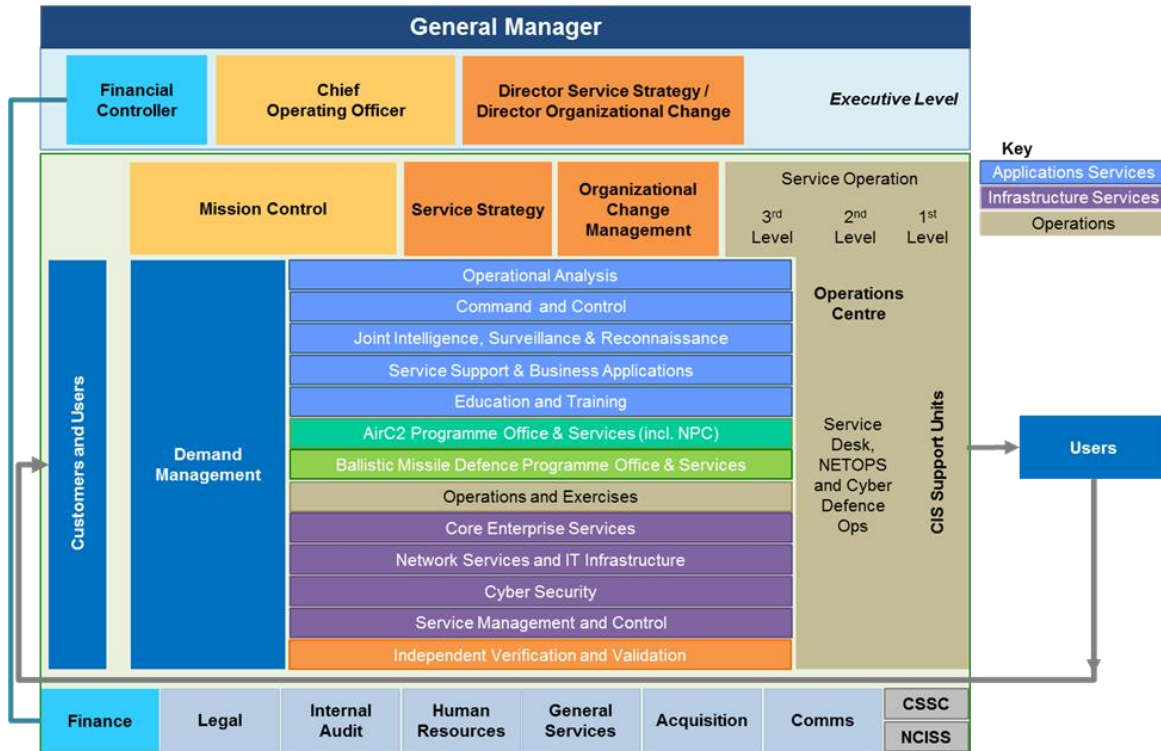


Figure 3 - NCI Agency Organizational Design

As of January 2014, the NCI Agency has adopted a more modern Organizational structure capable of delivering end-to-end lifecycle managed services; the chosen structure to accomplish a step forward to a service based Organization is the “Service Line” structure. The NCI Agency’s Service Lines and Programme Offices have been grouped under five Service Portfolio areas, and the NCI Agency Organizational structure is aligned with the Service Line grouping in table below:

C3 and Enterprise Services	<ul style="list-style-type: none"> • Ballistic Missile Defence Programme Office & Services (BMD PO&S) • Air Command and Control Programme Office & Services (AirC2 PO&S) • Command & Control (C2) • Joint Intelligence, Surveillance & Reconnaissance (JISR) • Service Support and Business Applications (SSBA)
Operational and Planning Support Services	<ul style="list-style-type: none"> • Operational Analysis (OA) • Operations and Exercises (O&E)
Enterprise-wide ICT Services	<ul style="list-style-type: none"> • Network Services & IT Infrastructure (NSII) • Core Enterprise Services (CES) • Cyber Security (CS) • Service Management and Control (SMC)
C4ISR Enabling Services	<ul style="list-style-type: none"> • Operations Centre (Ops Centre) • Education and Training (E&T) • Independent Verification & validation (IV&V)
Internal Support Services	

Table 3 – NCI Agency Organizational Structure Aligns with the Service Line Groupings

Service Model for CSC

The CSC services go one level deeper to the Service Portfolio Areas. It introduces a Service Grouping Model based on the above Service Lines and Programme Offices groupings with the aim of clustering the customer facing services and enabling enterprise services. The following model is in line with the current NCI Agency Service Line structure and follows the C3 service taxonomy to the extent possible. This service grouping model forms a layered stack of services, with the lower level (Infrastructure) services supporting the higher level user facing services and it paves the way for the future priced Customer Services Catalogue. The service model is mainly based on grouping the services in four major areas.

- **Specialized Community of Interest (Col) Services:** This layer mainly includes two upper layers of the above Service Line grouping stack:
 - C3 and Enterprise Services
 - Operational and Planning Support Services
- **Standard Client Services:** These services are mainly the end user devices which are configured in accordance with the standard baseline configuration and connected to relevant network instantiations such as NATO Restricted (NR), NATO Secret (NS), and Mission Secret (MS). This layer corresponds to some of the services which are being provided through Enterprise-wide ICT Services in the above stack such as services provided by CES or NSII Service Lines.
- **User Access Services:** This service grouping is essential to create the user accounts to provide controlled access to the services running on NS, NR and MS networks.
- **Enterprise Access Services:** The services in this group are the infrastructure/enabling services and correspond to the Enterprise-wide ICT Services and C4ISR Enabling Services layers in the above stack⁴. The figure below depicts the CSC high level Service Model for ICT Services:

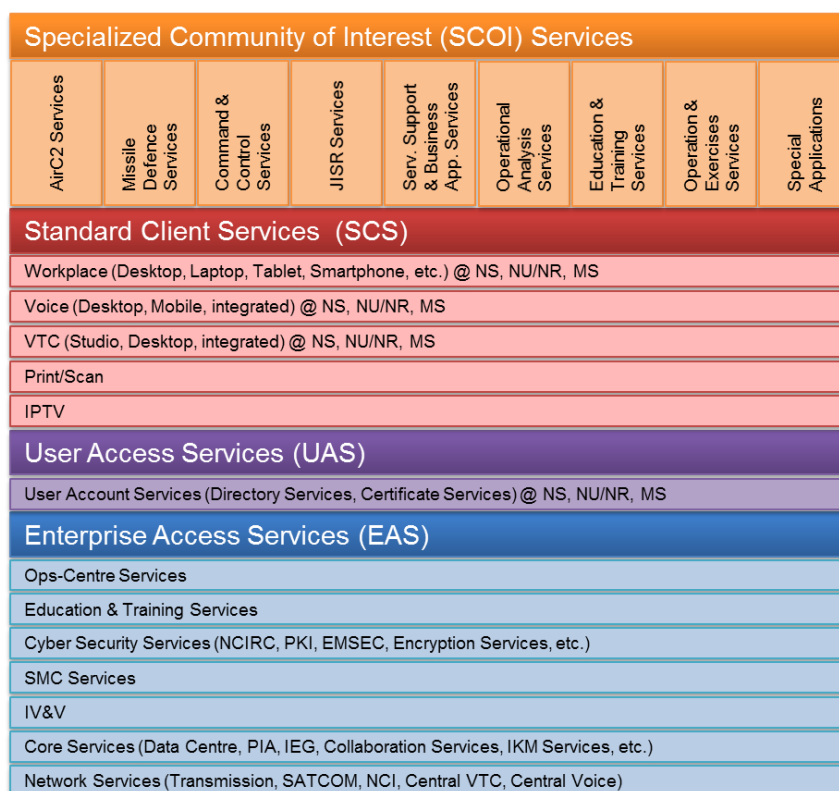


Figure 4 - High Level CSC Service Model for ICT Services

⁴ It should be noted that Education and Training Service Line provides services for both Enterprise Access Services as C4ISR enabling service and also Specialized Col Service as for the provision of training support to NATO.

For the non-ICT services, a separate category Other Services was established, which includes services provided by Enabling Services:

Other Services (OS)
General Services
Human Resources
Finance
Acquisition
Legal Office
Project Management

Figure 5 - Non-ICT Services

For further details, please contact:

Mr Brian Christiansen
Director Service Strategy, Acting
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel +31 70 374 3422
NCN 257 3422
Email Brian.Christiansen@ncia.nato.int
Email Demand.Management@ncia.nato.int

As of 1st Jan 2016 please contact:
Mr Murray Davidson
Director Service Strategy

Service Lines and Programme Offices Outline

Service Lines and Programme Offices are responsible for delivering the majority of services as depicted in Chapters 7 and 8 of this CSC. This section provides the outline of the NCI Agency Service Lines and Programme Offices.

A Service Line or the Programme Office is essentially an Organizational sub entity within the NCI Agency consisting of a grouping of personnel, resources, specialized facilities and funding, all under the direct supervision of a Service Line Chief or Director (in case of Programme Offices). Each Service Line Chief or Director (in case of Programme Offices) has accountability for the provision of services and capabilities of a horizontal slice of the NATO C3 Services Taxonomy through an end-to-end lifecycle approach. Presentation of the Service Lines and Programme Offices follows the NCI Agency Organizational design as presented in **Figure 3 - NCI Agency Organizational Design**.

Operational Analysis (OA)

The Operational Analysis (OA) Service Line provides full-spectrum operational analysis support to planners and decision makers within NATO and the Nations. This includes supporting the NATO Defence Planning Process and nations' defence planners, Operations Assessment for current and future Alliance missions, supporting functional/Peace Establishment analysis and reviews, and identifying Information and Knowledge Management needs and recommendations for enterprise change.

For more questions on Operational Analysis services please contact:

Mrs Sylvie Martel
Chief, OA Service Line
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel +31 70 374 3618
NCN 257 3618
Email Sylvie.Martel@ncia.nato.int
Email Demand.Management@ncia.nato.int

Command & Control (C2)

The Command & Control (C2) Service Line is responsible for the provision of full life cycle services in the area of Command and Control. The work of the Service Line is diverse and includes: land C2; maritime C2; joint C2; special operational forces (SOF)C2; situational awareness; environmental functional services; nuclear C2; chemical, biological, radiological and nuclear (CBRN) defence; operational planning, and C2 interoperability and data exchange mechanisms. Staff in the Service Line are engaged across the life cycle – from research and development to operational support.

For more questions on Command & Control services please contact:

Dr Paul Howland
Chief, C2 Service Line
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel +31 70 374 3752
NCN 257 3752
Email Paul.Howland@ncia.nato.int
Email Demand.Management@ncia.nato.int

Joint Intelligence, Surveillance and Reconnaissance (JISR)

The Joint Intelligence, Surveillance and Reconnaissance (JISR) Service Line is responsible and accountable to its customers for planning and executing all life cycle management activities for JISR services, including: strategy, policy, process, application / capability design, implementation, acquisition, transition, service operation and improvement. Its portfolio includes: Intelligence Applications Services, Surveillance & Reconnaissance Services, Electronic Warfare & Sensors Services, and Geospatial Services.

For more questions on JISR services, please contact:

Mr Matthew Roper
Chief, JISR Service Line
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel +31 70 374 3697
NCN 257 3697
Email Matt.Roper@ncia.nato.int
Email Demand.Management@ncia.nato.int

Service Support and Business Applications (SSBA)

The Service Support and Business Applications (SSBA) Service Line is responsible for planning and executing all life cycle management activities, such as design, transition, operations and retirement for all logistics (medical, military engineering, host nation support,...) and business (finance, acquisition, travel, asset management, human resource management, ...) application services, including subject matter expertise, research and development, software engineering, acquisition, and operations & maintenance in a variety of community of interest (COI) technical service areas.

For more questions on Service Support and Business Applications services please contact:

Mr Bert Tiems
Chief, SSBA Service Line
NCI Agency MONS, Building 302
7010 Mons, Belgium
Tel +32 6544 9464
NCN 254 9464
Email Bert.Tiems@ncia.nato.int
Email Demand.Management@ncia.nato.int

Education and Training (E&T)

The Education and Training (E&T) Service Line is responsible for Education and Training services to Agency customers and internal staff in support of NATO strategic, operational and business objectives. The E&T SL comprises approximately 150 staff across the Agency locations Mons, Glons, The Hague and includes the NATO CIS School at Latina.

For more questions on Education and Training services please contact:

Mr Jean-Paul Massart
Chief, E&T Service Line
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel + 31 70 371 3731
NCN 257 3731
Email Jean-Paul.Massart@ncia.nato.int
Email Demand.Management@ncia.nato.int

AirC2 Programme Office and Services (AirC2 PO&S)

The AirC2 Programme Office & Services (AirC2 PO&S), as part of the NCI Agency, ensures the harmonized planning, implementation, evolution and support of the NATO ACCS and other AirC2 assigned programmes. The AirC2 PO&S provides full life cycle management for AirC2 capabilities and services, using the most suitable technology to meet the customers' needs in close collaboration with NATO, the Nations, and Industry.

For more questions on AirC2 products and services please contact:

Mr Enzo Montalti
Director AirC2 Programme Office & Services
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8520
 NCN 255 8520
 Email General.Airc2@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Dr Pascal Trouvé
Chief, Requirements Management Branch
 AirC2 Programme Office & Services
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8855
 NCN 255 8855
 Email Pascal.Trouve@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Ballistic Missile Defence Programme Office and Services (BMD PO&S)

The focus of the Ballistic Missile Defence Programme Office & Services (BMD PO&S) is on the upgrade, test and integration of NATO's command and control systems and underlying communication network to enable effective information exchanges between various NATO and national missile defence systems. This integrated system-of-systems architecture will create a larger range of detection, communication and missile defence capabilities for NATO forces, whether deployed within or beyond NATO's area of responsibility, and NATO populations and territories.

For more questions on Ballistic Missile Defence services please contact:

Mr Darrell Midgley
Director BMD PO and Services
 NCI Agency The Hague
 Oude Waalsdorperweg 61
 2597 AK The Hague, Netherlands
 Tel + 31 70 374 3143
 NCN 257 3143
 Email Darrell.Midgley@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Operations and Exercises (O&E)

The Operations and Exercises (OE) Service Line provides the Agency's interface for supply of C2 Catalogue Services to customers that are planning and/or executing deployed operations and exercises. The OE SL ensures that the Agency's responsibilities to deployed operations are met in line with the agreed Service Level Agreements and Command and Control Arrangements. In the post-recovery phase, the OE SL will conduct satisfaction monitoring with the customer, including production of Lessons Identified.

For more questions on Operations and Exercises services please contact:

COL Christian Soules
Chief, O&E Service Line
 NCI Agency MONS
 7010 Mons, Belgium
 Tel +32 6544 9070
 NCN 254 9070
 Email christian.soules@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Core Enterprise Services (CES)

The Core Enterprise Services (CES) Service Line provides generic, domain independent, technical functionality that enables and facilitates the operation and use of IT resources, independent of issues concerning communications, Information Assurance and Service Management and Control. Services include communication and collaboration; web and information services; infrastructure storage and processing; infrastructure networking, composition and mediation; and managed desktop and end-user device services. Services are provided throughout the entire life cycle to both internal and external customers.

For more questions on Core Enterprise services please contact:

CAPT Eric McCartney
Chief, CES Service Line, Acting
NCI Agency MONS
7010 Mons, Belgium
Tel + 32 65 44 6297
NCN 254 6297
Email eric.mccartney@ncia.nato.int
Email Demand.Management@ncia.nato.int

Network Services and IT Infrastructure (NSII)

The Network Services and IT Infrastructure (NSII) Service Line assures delivery of NATO Communications Infrastructure Services; enables the interconnectivity and functionality of NATO Static and Deployable Infrastructures and associated services; and is depended upon for NATO Satellites links and anchoring facilities to support NATO deployed CIS. Furthermore, it is relied upon by maritime and other deployed forces to provide HF/VHF/UHF/SHF radio, messaging and IP communication systems.

For more questions on Network Services and IT Infrastructures services please contact:

Mr Tom Plachecki
Chief, NSII Service Line
NCI Agency MONS
7010 Mons, Belgium
Tel + 32 65 44 9800
NCN 254 9800
Email Thomas.Plachecki@ncia.nato.int
Email Demand.Management@ncia.nato.int

Cyber Security (CS)

The Cyber Security (CS) Service Line is responsible for the full life cycle of NATO Cyber Security activities. This includes design, implementation and operation, providing scientific and technical cyber security expertise, supporting Acquisition, Maintenance and Sustainment, and conducting cyber security operations and Incident Management. In addition it provides services across CIS Security, Cyber Defence, Information Assurance, COMPUSEC and COMSEC.

For more questions on Cyber Security services please contact:

Mr Ian West
Chief, CS Service Line
NCI Agency MONS
7010 Mons, Belgium
Tel +32 65 44 7629
NCN 254 7629
Email Ian.West@ncia.nato.int
Email Demand.Management@ncia.nato.int

Service Management and Control (SMC)

The Service Management and Control (SMC) Service Line covers the full life cycle support (strategy, design, transition, operation and continuous service improvements, including Subject Matter Expertise, Research and Development) for the Enterprise Service Management Systems (ESMS). The ESMS is used to enable and automate the Agency service provisioning processes.

For more questions on Service Management and Control services please contact:

Mr Jose Marcos
Chief, SMC Service Line
NCI Agency MONS
7010 Mons, Belgium
Tel +32 65 44 9074
NCN 254 9074
Email Jose.Marcos@ncia.nato.int
Email Demand.Management@ncia.nato.int

Independent Verification and Validation (IV&V)

The Independent Verification and Validation (IV&V) Service Line brings together all Agency activities related to the assurance of a service being fit for purpose (utility) and fit for use (warranty). Two main facilities will be available: one for application-level services (located in The Hague), and one for communication layer services (located in Mons). These will initially be used for the services offered by the NCI Agency to provide a better assurance of the services provided.

For more questions on IV&V services please contact:

Mr Brian Christiansen
Chief, IV&V Service Line
NCI Agency The Hague
Oude Waalsdorperweg 61
2597 AK The Hague, Netherlands
Tel +31 70 374 3422
NCN 257 3422
Email Brian.Christiansen@ncia.nato.int
Email Demand.Management@ncia.nato.int

Chapter 3 – Applicable Policies

Legal Policies

NCI Agency is a NATO body. It is created under the NATO Communications and Information Organisation (NCIO) which constitutes an integral part of NATO.

Covering the entire capability lifecycle, the NCI Agency is NATO's principal C3 capability deliverer and CIS service provider for the full range of its entitled requirements holders and customers. It is the provider of C4ISR-support to NATO business processes (to include provision of C4ISR shared services) to NATO HQ, the NATO Command Structure, NATO Agencies (including itself), Nations and multinational organizations. The NCI Agency delivers capabilities and provide services "Other than C3/CIS" to NATO and Nations, as approved by the ASB. The North Atlantic Council (NAC), through the Charter of the NCIO⁵, has granted authority to the NCIO to conclude agreements in the name of NATO and to conclude administrative agreements with other NATO bodies. The NCIO needs to obtain prior approval of the NAC before concluding any agreement or contract involving:

- A nation not being a member of NATO or,
- An agreement or contract with an international organization or,
- Any international agreement requiring Parliamentary approval by a NATO Nation.

Contracts and Agreements

By delegation of the NAC, the NCIO is also authorized:

- To conclude agreements within the scope of its agreed mission and activities, subject to prior clearance by the NATO Office of Security, with nations that have received authorization by the NAC to contribute to NATO-led operations or nations that have a partnership programme with NATO such as the Partnership for Peace, Mediterranean Dialogue and the Istanbul Cooperation Initiative;
- To let contracts in nations that are not members of NATO for those initiatives under the NATO/PfP Trust Fund Policy led by a NATO nation and for which the NATO Communications and Information Agency (NCI Agency) is the Executing Agent.

For more questions on legal policies, please contact:

Mrs Simona Rocchi
Legal Advisor
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8229
NCN 255 8229
Email Simona.Rocchi@ncia.nato.int
Email Demand.Management@ncia.nato.int

⁵ NCIO Charter C-M 2012(0049) – 14 June 2012

Finance Policies

This section introduces the main elements of the Agency's funding model and pricing policy. Customers are advised to consult their Account Manager for further details.

Customer Funding Regime (CFR)

Established on 1 July 2012, under the Charter⁶ of the NCIO, the Agency constitutes an integral part of the North Atlantic Treaty Organization.

The NCI Agency is an integral part of NATO and per its Charter is customer-funded. In NATO, Customer Funding is a regime whereby the costs of the activities of an organization are recovered by charging customers for the services provided, based on agreed costs, scope and timelines, rather than by funding contributions from member nations. The NCI Agency charges its customers for the direct costs of the services provided based on the approved Customer Rates. Customer Rates are endorsed by the ASB⁷, approved for customers by NATO Budget Committee⁸, fixed for one year and non-negotiable.

As a customer funded organization, and as an integral part of NATO, the NCI Agency works with its customers on different terms as those applicable to a commercial company. NCI Agency aims for a positive cash flow position during the delivery of a service or during the execution of a project. When either due to the high value or the long duration of the service or project, upfront payment in full is not deemed practical, the NCI Agency will apply payment milestones with a maximum of one invoice per calendar quarter.

Pricing

In accordance with the Customer Funding Regulatory Framework⁹, either firm, fixed pricing or cost reimbursable pricing of services may be used for concluding agreements with customers but with the following conditions:

- For external customers [NATO FEDERATION], as a rule cost reimbursable pricing will be the norm, thereby ensuring that the financial risk is borne by the customer, not NATO. This will apply to all agreements with external customers signed following Council approval of the Regulatory Framework;
- Exceptionally, where firm fixed price contracts for external customers are beneficial for the Alliance, the Agency will ensure that NATO common funding is indemnified against any contractual losses incurred;
- For ICT services, in keeping with the equal treatment principle and to ensure uniformity and efficiency in service provision and administration within the ICT area, firm fixed pricing for all Service Level Agreements is required;
- For internal customers [NATO ENTERPRISE] acquiring NCI Agency services other than ICT, either pricing method is acceptable. The choice should favour simplicity and reduced administration provided that satisfactory cost transparency and accountability exist;
- The NCI Agency will maintain the capacity to reconcile invoiced amounts against the actual cost of services provided.

⁶ NCIO Charter C-M 2012(0049) dated 14 June 2012

⁷ AC/337-N(2014)0035 dated 12 June 2014

⁸ BC-D(2014)00036 dated 9 July 2014

⁹ NCI Agency Customer Funding Regulatory Framework PO(2015)0394 dated 7 July 2015

For more questions on pricing policies and customer pricing principles please contact:

Mr Rui Silva
Chief, Finance Business Management
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8325
NCN 255 8325
Email Rui.Silva@ncia.nato.int
Email Demand.Management@ncia.nato.int

Chapter 4 – Service Request and Prioritization

The purpose of this section is to outline the interim processes and procedures for the provision and prioritization of NCI Agency supported services. It is to be used by all organizations or entities that require NCI Agency services to fulfil their requirements.

Figure 6 - Service Request Process shows the current service request procedure differentiating between the request for services covered under existing Service Level Agreement (SLA)/ Service Support Framework (SSF)/ Service Support Agreement (SSA), and the new request for service.

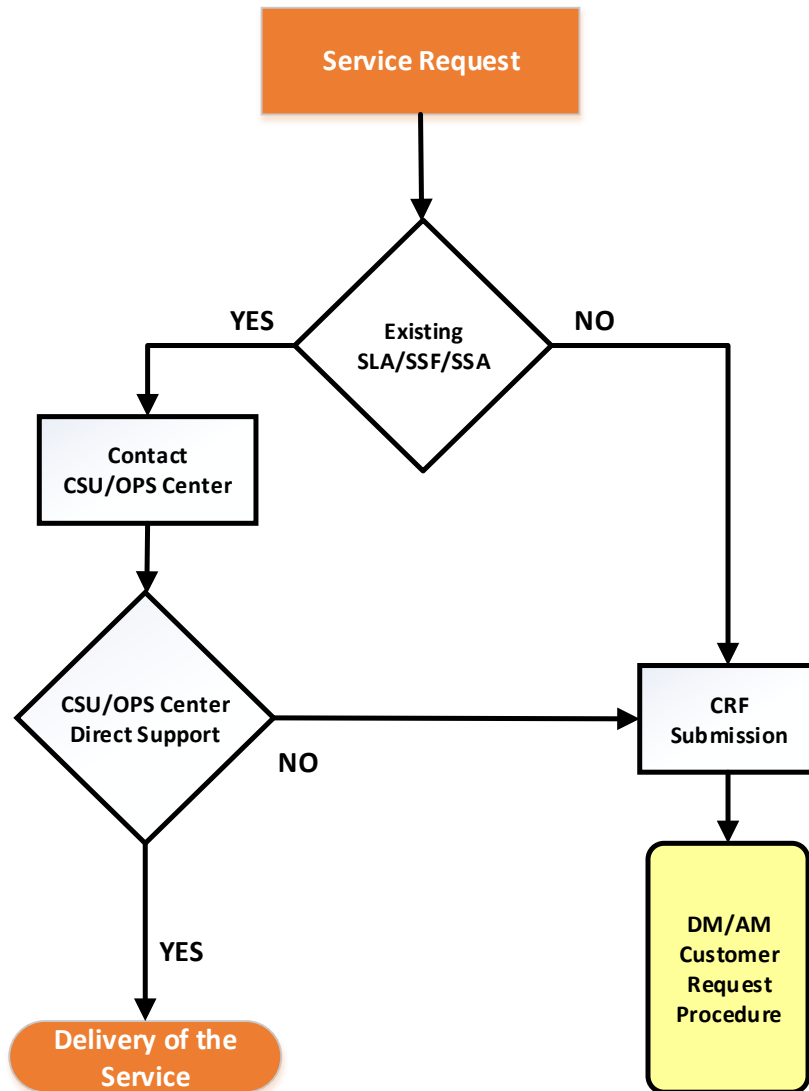


Figure 6 - Service Request Process

Customer Request Procedure

Once a Customer has identified the service(s) expects from the NCI Agency, to secure and formalise the requirements he/she should fill-in a Customer Request Form (CRF) accessible on-line on Online CSC.

Once submitted, the customer’s request triggers Demand Management (DM) to initiate the Customer Request Flow which basically goes through the following states: Initiation, Verification, Engagement with customer, Validation, Processing the Request, Providing the resulting service(s) or information, Closing the Request followed by a Customer Satisfaction Survey.

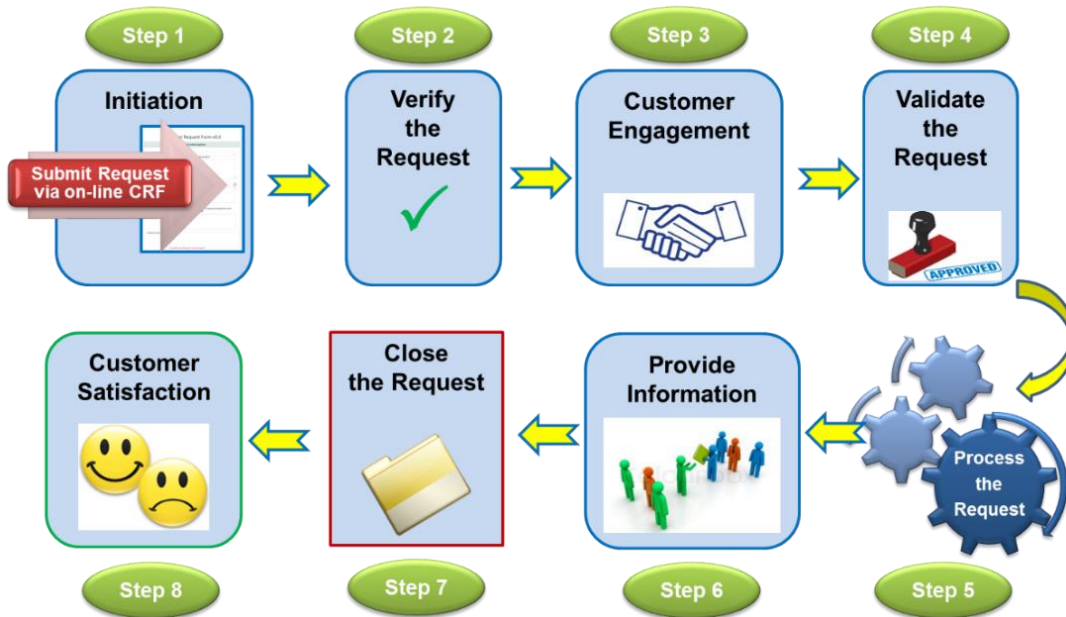


Figure 7 - Customer Request Procedure

Upon receiving the CRF, the Requestor and all other contact details entered will be verified against the Customer Contact database. If the request is valid, a reference is generated and an advisory notification sent to the Requestor. This is where the customer engagement process happens. After this stage, an Account Manager is assigned to validate the request, confirm its priority and advance it through the process. The Account Manager provides an acknowledgement of the request to the customer and assesses the relevance of it in accordance with the NCI Agency Customer Services Catalogue (CSC). In the case the request does not match the NCI Agency’s competencies or mission, Service Strategy Directorate is involved and a communication to the customer is prepared by the Account Manager.

Following the positive assessment of the customer’s request, the Account Manager begins the start-up stage, where feasibility is addressed. In case the project feasibility assessment reveals customer’s expectations cannot be met, the Account Manager communicates with the customer, potentially addressing possible changes to the expectations.

When the assessment of the start-up is positive, a Project/SLA Manager is assigned and a proposal is then developed, under the accountability of Demand Management. Once ready, the Proposal is coordinated amongst the contributing bodies in the NCI Agency (formal internal staffing process) and sent out to customer under the responsibility of Demand Management. The respective Account Manager is in charge of negotiating, tracking the validity period and ensuring communication is done with the customer when reaching the expiration date of the proposals.

When the customer acceptance is received and endorsed by the NCI Agency, the project execution starts under the responsibility of the Project Manager. When all deliverables have been provided to the customer, the Project Closure is requested by the Project Manager, supported by a Project Closure Highlight Report and approved by the Project Board.

Following the Project Closure Report submission, a Customer Satisfaction Form is prepared and sent to the customer under the responsibility of the relevant Account Manager. It allows for performance measure and lessons learned analysis used to enhance the overall service performance and to identify follow-up business opportunities.

Following return of the feedback from the Customer or expiration of the deadline for answer, Demand Management approves the closure of the project. The analysis of this feedback is conducted by the Strategic Partnership and Customer Relationship Management (SP&CRM) branch and results in the update of the Customer Register and, if necessary or appropriate, of the Customer Engagement Plan.

For more questions please contact your respective Account Manager or CSU POC:

Mr Tim Murphy
Global Account Manager
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8715
 NCN 255 8715
 Email Timothy.Murphy@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Mr David Bizley
Principal Account Manager/NATO HQ and Agencies
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8330
 NCN 255 8330
 Email David.Bizley@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Mr Tony Burgin
Principal Account Manager/ACO
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8846
 NCN 255 8846
 Email Anthony.Burgin@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Mr Xavier Desfougeres
Principal Account Manager/Nations/MNO
 NCI Agency HQ
 Bâtiment Z, Avenue du Bourget 140
 1110 Brussels, Belgium
 Tel +32 2 707 8296
 NCN 255 8296
 Email Xavier.Desfougeres@ncia.nato.int
 Email Demand.Management@ncia.nato.int

Mr Paul Dundas
Principal Account Manager/ACT
 NCI Agency The Hague
 Oude Waalsdorperweg 61
 2597 AK The Hague, Netherlands
 Tel +31 70 374 3011
 NCN 257 3011
 Email Paul.Dundas@ncia.nato.int
 Email Demand.Management@ncia.nato.int

CIS Support Units / Elements	HQ Location	Telephone Contact Details	Email Address
CSE Athens	Athens - Greece	+30 210 607 9921	Fotios.Katsantas@nr.ncia.nato.int
CSU Brunssum	Brunssum - Netherlands	+31 455 26 2830	Metin.Ozer@ncia.nato.int
CSU Brussels	Brussels - Belgium	+32 2 707 4820	Frank.Schnell@ncia.nato.int
CSU Bydgoszcz	Bydgoszcz - Poland	+48 52 378 8020	Marek.Sluz@ncia.nato.int
CSU İzmir	İzmir -Turkey	+90 542 5 941 942	Kudret.Karatepe@ncia.nato.int
CSE La Spezia	La Spezia - Italy	+39 0187 527 544	Clive.Cruse@ncia.nato.int
CSU Lisbon	Lisbon - Portugal	+35 121 011 5438	Joao.Dantas@ncia.nato.int
CSU Mons	SHAPE - Belgium	+32 65 445 424	Andrew.Stillwell@ncia.nato.int
CSU Naples	Naples - Italy	+39 0817 213 610	Rosario.Romeo@ncia.nato.int
CSU Norfolk	Virginia - USA	+1 757 747 4265	Jorge.Pascoal@ncia.nato.int
CSU Northwood	Northwood - UK	+1 (425) 575-6651	saulius.jusevicius@ncia.nato.int
CSU Poggio Renatico	Poggio Renatico- Italy	+39 0532 822 601	Francesco.Cerasa@ncia.nato.int
CSU Ramstein	Ramstein - Germany	+49 6371 401660	Mark.Barker@ncia.nato.int
CSU Sigonella	Sigonella – Italy	+39 095 825 5903	bernd.kremer@ncia.nato.int
CSU Stavanger	Stavanger - Norway	+47 5287 8816	Philip.Jackson@ncia.nato.int
CSU Torrejon	Torrejon - Spain	+34 638 794 870	Victor.Asensio@ncia.nato.int
CSU Uedem	Uedem – Germany	+49 2824 978 2501	Jens.Mikkelsen@ncia.nato.int
CSU Yeovilton	Yeovilton - UK	+44 1935 842 106	John.Howard.@ncia.nato.int
CIS Sustainment Support Centre	Brunssum - Netherlands	+31 45 526 3877	Marc.Steinmetz@ncia.nato.int

Table 4 - CSU/CSE Points of Contact

Prioritization of Restoration

Customers must consider the priority of the services that have been requested. Priority indicates the relative order or sequence in which a series of items should be addressed – be they Incidents, Customer Requests, or Changes. Priority is primarily driven by a combination of Urgency and Impact, but it is also influenced by considerations of resource availability, risk and expected effort.

Based on the combination of assigned Impact and Urgency, the Priority is calculated as shown in the table below with “1” being the highest Priority and “4” being the lowest.

Prioritization Model					
		Urgency			
		Critical	High	Medium	Low
Impact	Extensive/Widespread	Priority 1	Priority 1	Priority 2	Priority 4
	Significant/Large	Priority 1	Priority 2	Priority 3	Priority 4
	Moderate/Limited	Priority 2	Priority 2	Priority 3	Priority 4
	Minor/Localized	Priority 2	Priority 3	Priority 3	Priority 4

Table 5 - Prioritization Model

Prioritization Model Criteria

Priority is defined as the sequence in which incidents, problems and customer requests are to be dealt with. *Priority* is determined based on the *Impact* to the business and the *Urgency*, the speed or time frame, within which the user business requires resolution. The priority defined by the customer(s) has to be laid down according to the resource availability during the negotiation of the SLA.

It is very important to consider the implications of assigning various priority levels to an incident, customer request(s) or change record. A higher priority customer request entails escalation and notification to higher levels within the organizational hierarchy. Therefore, a low priority incident or Customer Request generally should not be reprioritized just to expedite their resolution. The Priority assigned to a record for the resolution of an incident or Customer Request or the implementation of a change depends upon:

- The impact on the business, size, scope, complexity of the incident, issues, customer request or change;
- The urgency to the business, time within the resolution is required.

Impact is ranked in terms of business criticality for each incident or Customer Request. The impact of an incident or Customer Request is generally equivalent to the extent to which they lead to the degradation of a service relative to the agreed upon service levels. Typically, the extent of systems affected and/or the number of users affected defines the scope of the impact.

Generally, impact is differentiated by relative scope and the overall effect on the business. The differentiation among services that are critical, essential and non-critical to the mission is usually determined in consultation with the service providers and the customers and formalized in Service Level Agreements.

The following Impact Table describes the guidelines for distinguishing various levels of impact for Incidents and Customer Request:

Rank	Guidelines
1. Extensive/Widespread	Business critical system or mission critical features/functionality are unavailable or not reachable
2. Significant/Large	Business critical system is severely degraded or mission critical features/functionality are partially lost or not reachable Non-business critical system and/or service affected
3. Moderate/Limited	Any system and/or service is degraded or non-business critical functions or features are non-operational or unavailable to users
4. Minor/Localized	Any system and/or service is experiencing minor degradation or non-business critical functions or features are not operational or unavailable to users

Table 6 - Impact Guidelines

Urgency is a second measure which indicates the speed required to achieve resolution or the extent to which the business can bear delay in the resolution of any specific incident or Customer Request. VIP status may also influence the urgency level.

Urgency is defined as the time, within which resolution is required or the extent to which the business or user can bear delay in reaching resolution. It is determined by the necessary time frame, within which an issue must be resolved in order to satisfy business or user requirements. The potential financial impact of a particular service's downtime on the business may also influence the Urgency. If a service is simply degraded or there is a known temporary solution, the degree of Urgency will generally be lower than for a service that is completely unavailable with no known temporary solution.

Urgency Table Guidance

The following Urgency Table describes the guidelines for various types of Urgency for incidents and Customer Requests:

Rank	Guidelines
Critical	<ul style="list-style-type: none"> • Response includes immediate and sustained effort • Hierarchical escalation is invoked • Customers are unable to work and no temporary solution is available
High	<ul style="list-style-type: none"> • Assigned support team responds immediately, assesses the current situation • Customers require expedited restoration or implementation of service but can bear minimal delay • Customers may or may not have a temporary solution available or a temporary solution may only provide partial relief
Medium	<ul style="list-style-type: none"> • Assigned support team responds using standard procedures and operates within normal supervisory management structures • Customers may or may not have a temporary solution available or a temporary solution may only provide partial relief
Low	<ul style="list-style-type: none"> • Assigned support team responds using standard procedures and operates within normal supervisory management structures • Customers may be inconvenienced, but suitable temporary solution is available to allow the customer to continue working or a delay in resolution is considered acceptable

Table 7 - Urgency Guidelines

Chapter 5 – Support Terms and Conditions

Support Services based on ITIL 2011

The NCI Agency has adopted ITIL 2011 as best practice for IT-Support Management.

The Information Technology Infrastructure Library (ITIL) 2011 is a set of practices for IT Service Management (ITSM) that focuses on aligning IT services with the needs of business.

ITIL 2011 describes processes, procedures, tasks and checklists that are not organization-specific, used by an organization for establishing integration with the organization's strategy, delivering value and maintaining a minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement and measure. It is used to demonstrate compliance and to measure improvement.

Assistance Using Service

Assistance in using the service is provided in the respective service provision agreement (SLA, LOA, MOU etc.)

Levels of Support for C4ISR Services

The standardization of Support structures over various parts of the current NCI Agency is based on ITIL 2011. NCI Agency has adopted a simplified Support Services Structure that depicts current practices.

- Level 0 Support
- Level 1 Support
- Level 2 Support
- Level 3 Support

The levels of support delivered to customer are in line with the agreed levels below and differ for NATO ENTERPRISE and FEDERATION Customers.

Levels of Support for NATO ENTERPRISE Customers

Level 0: This level comprises the customer/user self-service.

Level 1: Is user facing and is the first line of technical support. This level is offered by the Service Desk. They will log, categorize, prioritize, diagnose and resolve incidents within the boundaries of their training and permissions. This level is responsible for escalating incidents to Level 2.

Level 2: Applies specialist skills to provide technical support to incident investigation and diagnosis. This level performs End to End service monitoring and takes actions to resolve the incident and recover the services impacted. This is offered by Network Operations Centre (NOP) and by Network and System Operators. Level 2 will be responsible for escalating incidents and identified problems to the engineering level of support (Level 3).

Level 3: This level provides specialist service and resource support for individual services and systems. They will normally be the service, System Managers or SMEs. This level will liaise and work with external product and service suppliers.

Levels of Support for NATO FEDERATION Customers

Level 0: This level comprises the customer/user self-service.

Level 1: Is user facing and is the first line of technical support. The core assumption is that Level 1 support will be present in the nation itself taking care of its national C4ISR architecture. Another assumption is that where applicable National Level 1 support will be able to take on (part of) the Level 1 support needed for NATO C4ISR capabilities. This last assumption will be based upon any formal agreements entered into between the two parties. Nations can choose to invest in proficiency level of their own national support staff, or outsource (part of) Level 1 support for NATO C4ISR capabilities to NCI Agency.

Level 2: Applies specialist skills to provide technical support to incident investigation and diagnosis. This level performs End to End service monitoring and takes actions to resolve the incident and recover the services impacted. The core assumption is that this level of support will be present in the Nation itself taking care of its national C4ISR Architecture. When related to NATO C4ISR service support, we can limit the scope to software problems (excluding hardware issues).

Since currently there are no networked solutions the NCI Agency could use to support remotely, this support level probably has to be executed locally while consulting external expertise (e.g. NCI Agency or industry). With adequate training and with the right reference material regarding known problems and solutions, most issues are probably solvable with national support personal. The NCI Agency or industry could possible support this by providing a reference database, telephone support, email support etc. to local national Level 2 support personnel.

Level 3: This level provides specialist service and resource support for individual services and systems. They will normally be the service, System Managers or SMEs. If coordinated efforts between local Level 2 and external Level 2 personnel do not solve the issue, this issue can either be raised to Level 3, or be raised to on-site support (as part of Level 3 support). On-site Support is physical intervention at a specific national site to solve issues that are site related/isolated. Specific for this on-site support is that it is ad-hoc; therefore resources cannot be planned in advance.

Chapter 6 – Strategic Partnership and Customer Relationship Management

Strategic Partnership and Customer Relationship Management (SP&CRM) takes a holistic view of customer engagement, and defines the overall model for managing the Agency's interactions with customers. The SP&CRM approach is to provide strategic direction, planning and oversight that can be executed as decentralised processes throughout the Agency.

The branch exercises configuration management and control over the list of eligible customers and over a strategic level Customer Engagement Plan (CEP) that enables a coherent approach towards cooperation and relationship development through synergies and optimisation of customer interactions.

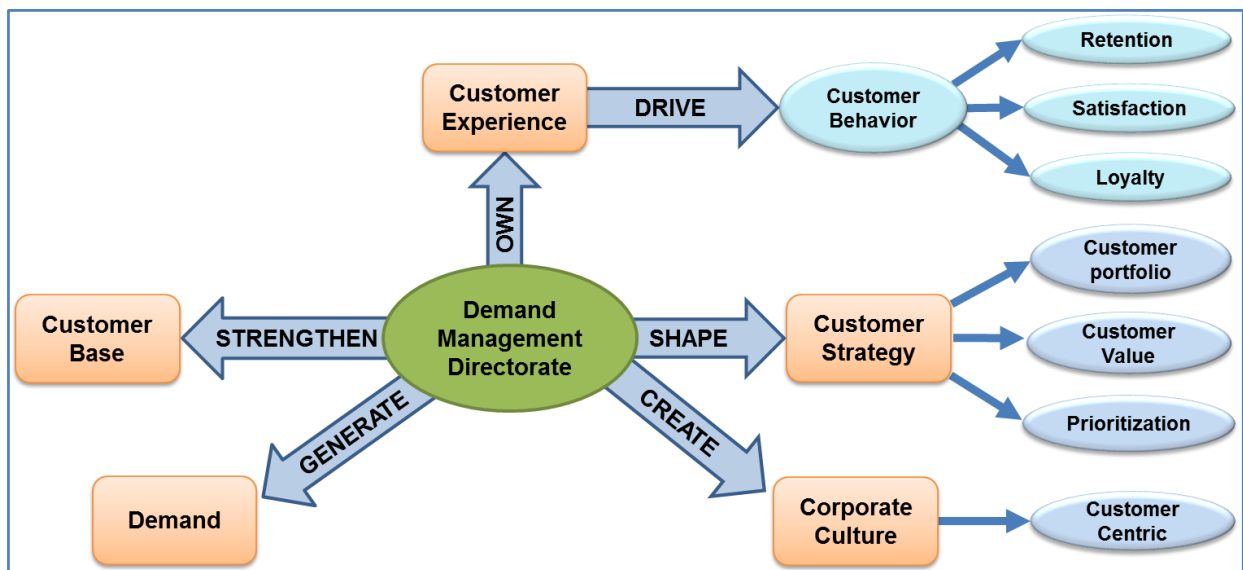


Figure 8 - Customer Relationship at a Glance

For senior level engagement on SP&CRM please contact:

Mr Eric Lievre
Chief SP&CRM
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8845
NCN 255 8845
Email Eric.Lievre@ncia.nato.int
Email Demand.Management@ncia.nato.int

Strategic Partnership

The NCI Agency and its NATO ENTERPRISE¹⁰ partners do not share a typical strategic partnership, in the commonly accepted business sense¹¹, because both customer and supplier emanate from the same supra-organisation. Rather, the NCI Agency undertakes the role of ICT services supplier through a pre-defined programme of customer funded projects and service agreements; the component of partnership is derived from our shared acceptance of alliance-wide strategic goals and objectives.

To exploit this partnership, in the day-to-day delivery of C4ISR projects and services, the NCI Agency maintains an embedded staff presence within SHAPE and HQ SACT. These offices represent the “tip of the spear” in the agency’s execution of Customer Engagement¹² with the NATO ENTERPRISE, throughout the delivery value chain.

The NCI Agency approach to Customer Engagement, with its NATO ENTERPRISE strategic partners, is described within the NCI Agency Customer Engagement Programme (CEP). DDM is accountable to the NCI Agency General Manager for the development and execution of the CEP.

Strategic Partnership Offices

For the Agency’s Strategic Partners (ACO and ACT) the NCI Agency maintains a small, embedded staff presence, adding value across the full spectrum of the NCI Agency’s business. These Strategic Partnership Offices (SPO’s) provide a bi-directional gateway to interact, intelligently, between supplier and customer. At the Strategic Partnership level, they are in charge of relationship management, an enduring, day to day process to manage expectations, facilitate conflict resolution and more generally, represent the NCI Agency’s interests and act as “one-stop” NCI Agency presence in each of the HQs. There is also NCI Agency staff performing the SPO function for NATO HQ/Agencies and NATO Nations.

For more questions, please contact:

Mr Steve Wallis

Strategic Partnership Office ACO

NCI Agency MONS

Building 101, C-213

7010 MONS, Belgium

Tel +32 65 44 6675

NCN 254 6675

Email Steve.Wallis@ncia.nato.int

Email Demand.Management@ncia.nato.int

Mr Luc Barbeau

Strategic Partnership Office ACT

NCI Agency NORFOLK

7857 Blandy Road, Suite 100

Norfolk, VA, USA

Tel +1 757 747 4009

NCN 555 4009

Email Luc.Barbeau@ncia.nato.int

Email Demand.Management@ncia.nato.int

Mr Georgios Tsirigotakis

Strategic Partnership Office NATO HQ/Agencies

NCI Agency HQ

Bâtiment Z, Avenue du Bourget 140

1110 Brussels, Belgium

Tel +32 2 707 8340

NCN 255 8340

Email Georgios.Tsirigotakis@ncia.nato.int

Email Demand.Management@ncia.nato.int

Mr Xavier Desfougeres

Strategic Partnership Office Nations

NCI Agency HQ

Bâtiment Z, Avenue du Bourget 140

1110 Brussels, Belgium

Tel +32 2 707 8296

NCN 255 8296

Email Xavier.Desfougeres@ncia.nato.int

Email Demand.Management@ncia.nato.int

¹⁰ ACO, ACT, NATO HQ & Agencies and the Investment Committee (IC) for NSIP. Note: Director DM is not currently accountable for customer engagement with the IC.

¹¹ https://en.wikipedia.org/wiki/Strategic_partnership

¹² Customer Engagement through: Customer Enquiries; Relationship Management; Education and Expectation Management.

Customer Relationship Management

Within the NCI Agency, the Customer Relationship Management (CRM) team is responsible for initiating and developing engagements with the customers, building towards strategic partnerships. CRM is also in charge for developing and maintaining the NCI Agency Customer Engagement Plan, monitoring and reporting upon Customer Satisfaction and maintaining critical information about each Customers' service requirements.

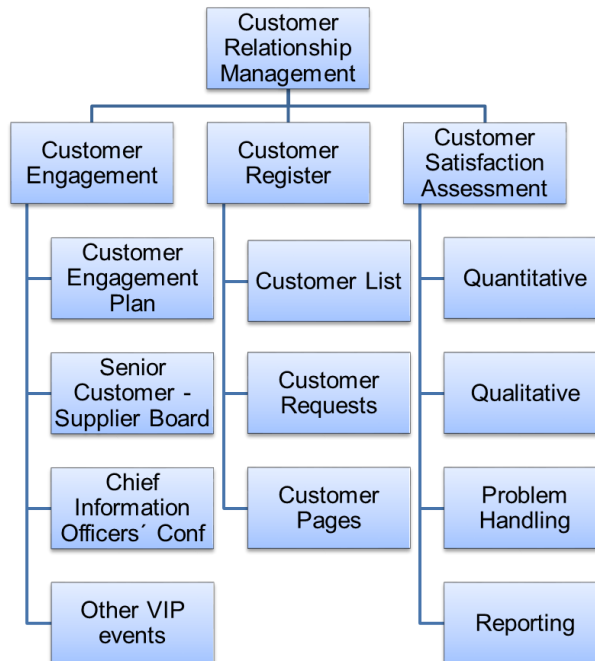


Figure 9 - Customer Relationship Management Key Deliverables

CRM maintains the NCI Agency's Customer Register including the official NCI Agency Customer List and works with Account Managers (AMs) to maintain oversight of Customer portfolios.

For more questions, please contact:

Mr Adrian Praag
Principal Customer Relationship Manager
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8152
NCN 255 8152
Email Adrian.Praag@ncia.nato.int
Email Demand.Management@ncia.nato.int

C&I Partnerships and Multinational Projects Development

C&I and MN Projects Development takes a requirement-driven and customer-centric approach to establish non-Commonly Funded collaboration frameworks. With a mind-set towards solving real customer problems, it builds on continued engagement through an established cooperation development process. The collaboration framework and scope are validated through feasibility studies and agreed through the project preparation stage, in advance of the C&I or MN Project Partnership being established. This approach

significantly reduces the risk on the projects execution and is aligned with the NATO Smart Defence and Connected Forces Initiatives.

For latest information on C&IPs and MN Projects Development please refer to the respective section of the online CSC via this link:

<https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx>

For more questions, please contact:

Mrs Agata Szydelko
Principal Partnership Development Manager
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8241
NCN 255 8241
Email Agata.Szydelko@ncia.nato.int
Email Demand.Management@ncia.nato.int

Chapter 7 – List of Services

The colour-coding of the services corresponds to the CSC Service Model.

Detailed Service Descriptions are provided in Online CSC under the “Services” button:

<https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx>

Special Community of Interest Services (SCOI)

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI01	Specialized Community of Interest (Col) Services	OA	Other Services - Defence Planning Support Services	TBC	Defence Planning Support to NATO	JDARTS
SCOI02	Specialized Community of Interest (Col) Services	OA	Other Services - Defence Planning Support Services	TBC	Defence Planning Support to Nations	JDARTS
SCOI03	Specialized Community of Interest (Col) Services	OA	Other Services - Operations Assessment Service	TBC	Operations Assessment Service	
SCOI04	Specialized Community of Interest (Col) Services	OA	Other Services - Operational Analysis Support to HQs	TBC	Operational Analysis Support to HQs	
SCOI05	Specialized Community of Interest (Col) Services	OA	Other Services - Information Knowledge Management (IKM) Requirement Service	504	Information Knowledge Management (IKM) Requirement Service	
SCOI06	Specialized Community of Interest (Col) Services	OA	Other Service - Organizational Analysis	TBC	Organizational Analysis	
SCOI07	Specialized Community of Interest (Col) Services	OA	Other Services - Operational and User Requirements Service	TBC	Operational and User Requirements Service	
SCOI08	Specialized Community of Interest (Col) Services	OA	Other Services - General Operational Analysis Service	TBC	General Operational Analysis Service	

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI09	Specialized Community of Interest (Col) Services	C2	C2 Planning Service	584	C2 Planning Service	TOPFAS, NCRS
SCOI10	Specialized Community of Interest (Col) Services	C2	Other Services - Nuclear C2 Services	532,533	Nuclear Service	NNCRS, NNPS
SCOI11	Specialized Community of Interest (Col) Services	C2	Other Services - Missile Defence Service	584	Missile Defence C2 Service	SEW, PlaTo, LSID
SCOI12	Specialized Community of Interest (Col) Services	C2	CBRN C2 Service	TBC	CBRN C2 Service	CBRN-Analysis
SCOI13	Specialized Community of Interest (Col) Services	C2	C2 Mission Support Services	TBC	C2 Mission Support Service	
SCOI14	Specialized Community of Interest (Col) Services	C2	Situational Awareness Service	583	Situational Awareness Service	NCOP, iGeoSIT
SCOI15	Specialized Community of Interest (Col) Services	C2	National C2 Support Service	TBC	National C2 Support Service	Various FAS
SCOI16	Specialized Community of Interest (Col) Services	C2	C2 Interoperability Test and Assessment (IOTA) Service	567, 680	C2 Interoperability Test and Assessment (IOTA) Service	NIRIS, O-ANT, SMACQ, IEG-FS, NMRR-VMS
SCOI17	Specialized Community of Interest (Col) Services	C2	C2 Collaboration Service	TBC	C2 Collaboration Service	JCHAT
SCOI18	Specialized Community of Interest (Col) Services	C2	Operational Reporting Service	TBC	Operational Reporting Service	JOCWatch
SCOI19	Specialized Community of Interest (Col) Services	C2	Joint Targeting Service	TBC	Joint Targeting Service	JTS/FAST

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI20	Specialized Community of Interest (Col) Services	C2	Land C2 Information Service	50N	Land C2 Information Service	LC2IS
SCOI21	Specialized Community of Interest (Col) Services	E&T	Other Services	TBC	Computer Assisted Exercise (CAX)	
SCOI22	Specialized Community of Interest (Col) Services	C2	Maritime C2 Information Service	529	Maritime C2 Information Service	MCCIS, MSAT (BRITE)
SCOI23	Specialized Community of Interest (Col) Services	C2	Environmental Information Service	531	Environmental Information Service	NAMIS, VISME
SCOI24	Specialized Community of Interest (Col) Services	JISR	Intel Applications Services	538, 585, 565	Intel Applications Support Service	NITB, JOIS, Analyst Notebook (ANB), Intel FS
SCOI25	Specialized Community of Interest (Col) Services	JISR	JISR Architecture Development Service	538, 585, 565	JISR Architecture Development Service	MAJIIC, AGS
SCOI26	Specialized Community of Interest (Col) Services	JISR	Other Service - Open Source Intelligence Support Service	540	Open Source Intelligence Support Service	AOSS
SCOI27	Specialized Community of Interest (Col) Services	JISR	Human Intelligence (HUMINT) Support Service	538, 585, 565	Human Intelligence (HUMINT) Support Service	HMART
SCOI28	Specialized Community of Interest (Col) Services	JISR	Support to All Source Analysis Service	585	Support to All Source Analysis Service	INTEL FS
SCOI29	Specialized Community of Interest (Col) Services	JISR	Information Requirements Management (IRM) & Collection Management (CM) Support Service	565	Information Requirements Management (IRM) & Collection Management (CM) Support Service	INTEL FS, MAJIIC, IRM&CM
SCOI30	Specialized Community of Interest (Col) Services	JISR	Signals Intelligence (SIGINT) Support Service	542	Signals Intelligence (SIGINT) Support Service	SIGINT COINS

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI31	Specialized Community of Interest (Col) Services	JISR	Other Services - Subject Matter Expertise for Surveillance and Reconnaissance Capabilities	N/A	Subject Matter Expertise for Surveillance and Reconnaissance Capabilities	NAEW Airborne Networking Capability (ANC)
SCOI32	Specialized Community of Interest (Col) Services	JISR	Surveillance and Reconnaissance Systems Interoperability Services	561	Surveillance and Reconnaissance Systems Interoperability Services	STANAG Compliance Testbed Tools, Interoperability Tested [Coalition Continuous Integration Foundation (CCIF)]
SCOI33	Specialized Community of Interest (Col) Services	JISR	Other Services - Support to JISR Operations, Exercises & Trials	TBC	Support to JISR Operations, Exercises & Trials	
SCOI34	Specialized Community of Interest (Col) Services	JISR	Sensors Support Service	542	Sensors Support Service	
SCOI35	Specialized Community of Interest (Col) Services	JISR	Electronic Warfare Support Service	542	Electronic Warfare Support Service	SIGINT COINS
SCOI36	Specialized Community of Interest (Col) Services	JISR	Other Services - Counter Terrorism Support Service	TBC	Counter Terrorism Support Service	C-IED AtN (Biometrics/NABIS, HNAT)
SCOI37	Specialized Community of Interest (Col) Services	JISR	Other Services - Navigation Support Service	TBC	Navigation Support Service	NAVWAR Testbed
SCOI38	Specialized Community of Interest (Col) Services	JISR	Other Services - Identification Support Service	TBC	Identification Support Service	NAVWAR Testbed
SCOI39	Specialized Community of Interest (Col) Services	JISR	Joint ISR	TBC	Core GIS Geospatial Services	Core GIS
SCOI40	Specialized Community of Interest (Col) Services	JISR	Joint ISR	TBC	Geospatial Standardization Service	
SCOI41	Specialized Community of Interest (Col) Services	JISR	Joint ISR	TBC	GIS Integration & Interoperability Service	

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI42	Specialized Community of Interest (Col) Services	JISR	Joint ISR	511	Geospatial Production Service	
SCOI43	Specialized Community of Interest (Col) Services	JISR	Joint ISR	TBC	Geospatial Intelligence (GeoINT) Support Service	
SCOI44	Specialized Community of Interest (Col) Services	SSBA	Business Application Services	C81	Finance, Procurement/Acquisition & Travel Application Services	CNAFS/FinS
SCOI45	Specialized Community of Interest (Col) Services	SSBA	Business Application Services	553	Human Resources Application Service	APMS, Taleo
SCOI46	Specialized Community of Interest (Col) Services	SSBA	Other Services - Business Application Services	TBC	Project Management Application Service	EPM, WSS
SCOI47	Specialized Community of Interest (Col) Services	SSBA	Business Application Services	547, C81	Asset Management Application Service	Inventory Management, Order Management, Asset Cost Accounting
SCOI48	Specialized Community of Interest (Col) Services	SSBA	Logistics Application Services	544	Logistics Functional Area Application Service	ACROSS, ADAMS, EVE, CORSOM, LOGFAS
SCOI49	Specialized Community of Interest (Col) Services	SSBA	Logistics Application Services	544, 547	Logistics Business Intelligence and Decision Support (LOGBIDS) Application Services	
SCOI50	Specialized Community of Interest (Col) Services	SSBA	Logistics Application Services	544, 547	Integrated Engineering Management System Support Service	
SCOI51	Specialized Community of Interest (Col) Services	SSBA	Logistics Application Services	544, 547	Asset/Consignment Tracking Application Support Service	
SCOI52	Specialized Community of Interest (Col) Services	SSBA	Logistics Application Services	544, 547	Medical and Health Service Support Application Service	Medical Reporting Application Services, Patient Regulating Application Services

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI53	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	Training Objective Development and Management Application Service	TOMM
SCOI54	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	Setting Development Application Service	JEST
SCOI55	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	MEL/MIL Development Application Service	JEMM, EXCON COP, EXIS
SCOI56	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	Joint Simulation Application Service	JTLS, JCATS, VBS-2, JIM, RepGen, MUB, JOE, JOB
SCOI57	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	AirC2 Simulation Application Service	ITC, ISP
SCOI58	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise Application Services	TBC	Exercise Evaluation Application Service	EEPROM
SCOI59	Specialized Community of Interest (Col) Services	E&T	Other Services - Individual Training Application Development Service	TBC	Individual Training Application Development Service	
SCOI60	Specialized Community of Interest (Col) Services	E&T	Collective Training and eExercise SME Services	TBC	Collective Training and eExercise SME Services	
SCOI61	Specialized Community of Interest (Col) Services	E&T	Other Services - Individual Education and Training Services	562	NATO CIS/FS training requirements collection and course management Service	
SCOI62	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	562	NATO CIS/FS training package development, maintenance and improvement Service	
SCOI63	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	562	NATO CIS/FS training programme delivery Service	

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI64	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	TBC	NATO AirC2 training requirements collection and course management Service	
SCOI65	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	562	NATO AirC2 training package development, maintenance and improvement Service	
SCOI66	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	TBC	NATO AirC2 training programme delivery Service	
SCOI67	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	TBC	Technical Foundation training requirements collection and course management Service	
SCOI68	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	TBC	Technical Foundation training package development, maintenance and improvement Service	
SCOI69	Specialized Community of Interest (Col) Services	E&T	Individual Education and Training Services	TBC	Technical Foundation training programme delivery Service	
SCOI70	Specialized Community of Interest (Col) Services	CES	Information Management Services	504, 666	Information Management Tools	DHS, TTE, NIP
SCOI71	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	Air Command and Control Systems Level of Operational Capability 1 (ACCS LOC1) Support	
SCOI72	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	ACCS Sensor Integration Module (ASIM) Support	
SCOI73	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	Multi Airborne Early Warning Ground Integration Segment (AEGIS) Site Emulator (MASE) Including MASE Integrated Console Environment (MICE) Support	
SCOI74	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	Air Situation Data Exchange (ASDE) Support	

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCOI75	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	Interactive Simulation Package (ISP) Support	
SCOI76	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	NATO-wide Integrated Command and Control Software for Air Operations (ICC) Support	
SCOI77	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	166	NATO Integrated Solaris Platform (NISP) Support	
SCOI78	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	177, 50P	Air Command and Control Information Services (AirC2IS) Support	
SCOI79	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	MN Funding	CRC System Interface support (CSI)	
SCOI80	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	MN Funding	Ship-Shore-Buffer Support (SSSB)	
SCOI81	Specialized Community of Interest (Col) Services	BMD PO&S	BMD Services	166, 177	interim Ballistic Missile Defence (iBMD) Support	
SCOI82	Specialized Community of Interest (Col) Services	CES	Platform as a Service	TBC	Subject Matter Expertise for SOA Platform services and Enterprise Identity management	
SCOI83	Specialized Community of Interest (Col) Services	Operations and Exercise (O&E)	Other Services	TBC	Military Training and Exercise Programme Support	
SCOI84	Specialized Community of Interest (Col) Services	AirC2 PO&S	AirC2 Services	TBC	KOFA milFS Service	

*The Budget Activity Codes are only indicative and subject to confirmation by NCI Agency

Standard Client Services (SCS)

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
SCS01	Standard Client Services	CES	IT Infrastructure Central	TBC	REACH Client Services	
SCS02	Standard Client Services	CES	IT Infrastructure Central	TBC	REACH - Network Based Printing and Scanning Services	
SCS03	Standard Client Services	CSU Naples	Voice Services Local	TBC	Global Satellite Phones	
SCS04	Standard Client Services	CSUs	Audio Visual Services	1B0	Television Services, IPTV	
SCS05	Standard Client Services	CSUs	User Training Services - Local	TBC	End User ADP Training	
SCS06	Standard Client Services	CSUs	IT-infrastructure User-Facing services - Local	TBC	Client Device Services	
SCS07	Standard Client Services	CSUs	IT-infrastructure User-Facing services - Local	TBC	Network Based Printing and Scanning Services	
SCS08	Standard Client Services	CSUs	Audio Visual Services	TBC	Radio Communications Services	
SCS09	Standard Client Services	CSUs	Voice Service-Local	TBC	Voice Services	

*The Budget Activity Codes are only indicative and subject to confirmation by NCI Agency

User Access Services (UAS)

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
UAS01	User Access Services	CES	User Access Service	50E	User Account Services	
UAS02	User Access Services	CSUs	IT-infrastructure User-Facing services - Local	TBC	File Share Services / Data backup service	
UAS03	User Access Services	CSUs	Directory Services	50K	Directory Services	
UAS04	User Access Services	CES	Enterprise Infrastructure Services	50	Subject Matter Expertise for IT federation (Information Exchange Gateways)	

*The Budget Activity Codes are only indicative and subject to confirmation by NCI Agency

Enterprise Access Services (EAS)

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
EAS01	Enterprise Access Services	Operations Centre	Ops Centre	TBC	Network Monitoring and Control	
EAS02	Enterprise Access Services	Operations Centre	Ops Centre	TBC	Centralized Service Desk	
EAS03	Enterprise Access Services	CES	Infrastructure as a Service	567	Web and Portal Hosting	
EAS04	Enterprise Access Services	CES	Enterprise Access Services	567	Infrastructure as a Service	
EAS05	Enterprise Access Services	CES	IT infrastructure services - Local	TBC	HTTP Browsing to BICES Network	
EAS06	Enterprise Access Services	CES	Enterprise Access Services	50F	Collaboration Services	
EAS07	Reserved	Reserved	Reserved	Reserved	Reserved	
EAS08	Enterprise Access Services	CES	Military Messaging Services	505, 507	Military Message Handling System	
EAS09	Enterprise Access Services	CES	Internet Access Service	50D	Internet Services Gateway	
EAS10	Enterprise Access Services	NSII	Video Services (VTC)	681, 655	VTC Services	
EAS11	Enterprise Access Services	NSII	SATCOM services	611, 629	SATCOM	
EAS12	Enterprise Access Services	CS	CIS Security Services		Cyber Security SME Support Services	
EAS13	Enterprise Access Services	CS	CIS Security Services	644, 642, 64A, 64C, 643, 64B, 64D	Cyber Defence Services	
EAS14	Enterprise Access Services	SMC	SMC Services	TBC	Configuration Management Database (CMDB)	
EAS15	Enterprise Access Services	SMC	SMC Services	TBC	Service Management Tooling Services	
EAS16	Enterprise Access Services	IV&V	Other Services	TBC	Test Verification and Validation Collaboration Service	
EAS17	Enterprise Access Services	CSUs	Internet Access Service - Local	TBC	Internet Access Service	
EAS18	Enterprise Access Services	CSUs	IT-infrastructure User-Facing Services - Local	TBC	Web hosting services	

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
EAS19	Enterprise Access Services	CSU Northwood	Radio Communications Services	603, 604, 605	NATO VLF MSK	
EAS20	Enterprise Access Services	NSII	Network Layer Services	667, 673, 675, 665	Network Infrastructure Services	
EAS21	Enterprise Access Services	NSII	Transmission Services	667, 653, 654, 667C, 672, 655	Transmission Services	
EAS22	Enterprise Access Services	NSII	CIS Sustainment Support Centre (CSSC)	TBC	CP149 IFB1 (Dragon Fly) Service	
EAS23	Enterprise Access Services	NSII	CIS Sustainment Support Centre (CSSC)	TBC	Support to Theatre Liaison Kit (TLK) Service	

*The Budget Activity Codes are only indicative and subject to confirmation by NCI Agency

Other Services (OS)

Service ID	Global Services Grouping	Organizational Element	Standard Service (Budget) or Service Group	Budget Activity Code*	Catalogue Item (Service)	NATO Software Tools (if applicable)
OS01	Other Services	Acquisition	Other Services	TBC	Acquisition Services	
OS02	Other Services	AirC2 PO&S	AirC2 PO&S – Acquisition support	166	System Engineering Acquisition Support	
OS03	Other Services	AirC2 PO&S	AirC2 PO&S – Acquisition support	166	Software Engineering Acquisition Support	
OS04	Other Services	Finance Controller	Other Services	TBC	Accounting Services	
OS05	Other Services	Multiple SLs	Other Services	TBC	Project Management for External Stakeholders	

*The Budget Activity Codes are only indicative and subject to confirmation by NCI Agency

Part II: SERVICE DESCRIPTIONS

Service descriptions are available in the online CSC, under the “Services” button:

<https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx>

Printout can be provided on request upon submission of Customer Request Form.

For more information on Service Descriptions contact:

Mr Bart Van Miert
Service Portfolio Manager, Service Strategy
NCI Agency HQ
Bâtiment Z, Avenue du Bourget 140
1110 Brussels, Belgium
Tel +32 2 707 8359
NCN 255 8359
Email Bart.VanMiert@ncia.nato.int
Email Demand.Management@ncia.nato.int

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Reference Number	Description
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2	CIO Charter C-M 2012(0049) – 14 June 2012
3	NCIA/DM/2014/06663/TT-773 – Delegation of Authority to the CSU commander for Small Purchase, 07 Aug 2014
4	NCI Agency Consolidated Service Catalogue 12 Sept 2012
5	NC3A Catalogue of Expertise, Products and Services, 2012
6	NCI Agency Rationalized Service Catalogue Template, 28 January 2013
7	BICES Service Catalogue, 2010
8	BLST Services Catalogue, NC3A-RD-2780, 2009
9	NCSA Catalogue of Services, 2008
10	Service Lines Descriptions Master Document, 30 Oct 2013
11	NCI Agency Organizational Design, enclosure 1 to NCIA/GM/2013/064, 30 October 2013
12	NIATC Service Catalogue, 30 October 2013
13	BMD Service Catalogue, September 2013
14	AirC2 Service Catalogue, September 2013
15	NCI Agency SLA SOP, 25 October 2013
16	NCI Agency Corporate Service Level Agreement with ACO, July 2013
17	NCI Agency Service Level Agreement with SHAPE, May 2013
18	NCI Agency Service Level Agreement with NAGSMA SLA 2013
19	NCIO Charter paragraphs 50-53 [C-M (2004)0049, 14 June 2012]
20	Budget Committee, Military Budget Guidance – 2015 CIS Requirements BC-D(2014)0040-ADD1 301, 20 March 2014
21	NCI Agency Interim Customer Services Catalogue 2014 of C4ISR services
22	AC-337(FC)N(2014)0005-REV1-2015 Customer Rates-23 May 2014

List of Acronyms

Acronyms	Description
AM	Account Manager
ACCS	Air Command and Control Systems
ACE	Allied Command Europe
AEGIS	Multi- Airborne Early Warning Ground Integration
AFPL	Approved Fielded Product List
AGS&R	Aerospace Ground Surveillance and Reconnaissance
AirC2	Air Command and Control
AIS	Automated Information System
AltA	Alternative Analysis
ALTBMD	Active Layered Theatre Ballistic Missile Defence
AOO	Area of Operations
APMS	Automated Personnel Management System
ASB	Agency Supervisory Board
ASBE	ACCS Software Based element
ASDE	Air Situation Data Exchange
AWCIES	ACCS Wide Communications and Information Exchange
BDA	Battle Damage Assessment
Bi-SC	Bi-Strategic Commands
BMD	Ballistic Missile Defence
BPR	Business Process Review
BPS	Boundary Protection System
C&I	Communications and Information
C2 ITOA	C2-Enabling Interoperability Test and Assessment
C3	Command, Control and Communications
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
CAOC	Combined Air Operation Centre
CAT	Campaign Assessment Tool
CAX	Computer Aid Exercise
CBRN	Chemical, Biological, Radiological and Nuclear
CCP	Civilian Classification Proposals
CDE	Concept and Doctrine Development and Experimentation
CDR	Central Data Repository
CES	Core Enterprise Services
CF	Common Funded
CFBLNET	Combined Federated Battle Laboratories Network
CFR	Customer Funding Regime
CG	Collaboration Gateway
CI	Communications and Information
C-IED	Counter Improved Explosive Device
CIS	Communications and Information System
COI	Community of Interest
COIC	Chief Information officers Conference
COMPUSEC	Computer Security
COMSEC	Communications Security
CONOPS	Development of Concept Development of Operations

Acronyms	Description
COP	Command Operational Picture
CR	Cost Reimbursable
CRC	Command and Reporting Centres
CRO	Crisis Response Operations
CRR	Capability Requirements Review
CS	Cyber Security
CSD	Customer Service Desk
CSSC	CIS Sustainment and Support Centre
CSU	CIS Support Unit
DAC	Deployable ACCS Component
DARS	Deployable ARS
D-CALC	Capability Assignment Logic Calculator
DDM	Director Demand Management
D-EFT	Extended Fulfilment Tool
DEPT	Deployable Passive ESM Tracker
DM	Demand Management
D-MIST	Mission Study Tool
DP	Defence Planning
DPET	Deployable Passive ESM Tracker
DNBL	Distributed Networked Battle Lab
DPS	Defence Planning Support
D-RUM	Requirements and Unit Matching
DSE	Deployment Sensor Element
DSG	Data Sync Guard
D-SIGN	Scenario and Geographical Analysis
DSP	Deployable Support Package
E&T	Education and Training
E2E	End to End
EAS	Enterprise Access Services
ECCM	Electronic Counter Counter-Measure
EIM	Enterprise Information Management
EMB	Executive Management Board
EMSEC	Emissions Security
ERCS	Resistant Communications System
ERT	Establishment Review Tool
ETEE	Education, Training, Exercises and Evaluation
EW	Electronic Warfare
EWP	Electronic Working Practices
FFP	Firm Fixed Price
FFT	Friendly Force Tracking
FMN	Future Mission Network
FP	Fixed Price
FS	Functional Service
GAM	Global Account Manager
GBAD	Ground Based Air Defence
HVI	High Value Individual
IA	Information Assurance
IAMD	Integrated Air and Missile Defence
ICC	Integrated Command and Control
CSC	Customer Services Catalogue
ICT	Information Communications Technology
ICTM	Information Communications Technology Management
ID	Identifier
IDS	Instruction Detection system
IEG	Information Exchange Gateway

NATO UNCLASSIFIED

Acronyms	Description
iGeoSIT	NATO interim Geospatial Situation Intelligence Tool
JOCWatch	Joint Operations Centre Watch
JTS	Joint Targeting System
IMS	International Military Staff
INT- CORE	Integration Core
INTEL FS	Intelligence Functional Services
IRTF	Immediate Reaction Task Force
ISAF	International Security Assistance Force
ISP	Interactive Simulation Package
ISR	Intelligence Surveillance and Reconnaissance
IT	Information Technology
ITAS	Intra-Theatre Airlift System
ITB	Integration Test Bed
ITIL	The Information Technology Infrastructure Library
IVV	Independent Verification and Validation
JDARTS	Joint Defence Planning Analysis and Requirement Tools
JISR	Joint Intelligence Surveillance and Reconnaissance
JPCAL	Joint Prioritised Critical Asset Lists
JPDAL	Joint Prioritised Defended Asset List
KCO	Knowledge Centric Organization
KPI	Key Performance Indicator
L16ES	Link 16 Equipment Suites
LATO	Limited Authorization to Operate
LC2IS	Land Command and Control Information Services
LOA	Letter of Agreement
LSID	Link 16 Interoperability Demonstrator
MAJIIC	Multi Sensor Aerospace Ground Joint ISR Interoperability Coalition
MAPS	Manpower Analysis & Planning System
MAR	Marine
MASE	Multi-AEGIS Site Emulator
MCR	Minimum Capability Requirements
MEL	Main Event List
MICE	MASE Integrated Console Environment
MIL	Main Incident List
MILPOW	Multi-Lateral Programme of Work
MN ADAPT	Multinational Alliance Defence Analysis and Planning for Transformation
MOA	Memorandum of Agreement
MOS	Mean Opinion Scale
MRE	Missions Rehearsal Exercise
MS	Mission Secret
MSS	Mission Support Service
MTEP	Military Training and Excise Programme
MTPS	Mean Time to Provide Service
MTRS	Mean Time to Restore Service
MYPOW	Multi Year Programme of Work
NAC	North Atlantic Council
NACMA	NATO Air Command and Control System Management Agency
NATO	North Atlantic Treaty Organization
NC3A	NATO Consultation Command and Control Agency

Acronyms	Description
NCIA	NATO Communication and Information (NCI) Agency
NCIO	NATO Communications and Information Organization
NCISS	NATO CIS School
NCN	NATO Core Network
NCOP	NATO Common Operational Picture
NCRS	NATO Crisis Response System
NCS	NATO Command Structure
NCSA	NATO Communication and Information System Services Agency
NDPP	NATO Defence Planning Process
NEDS	NATO Enterprise Directory Services
NIATC	NATO Information Assurance Technical Centre
NII	Network Information Infrastructure
NIMP	NATO Information Management Policy
NIRIS	NATO Interoperable Real Time Information Services
NMRR	NATO Meta Data Registry and Repository
NOC	NATO Occupational area Codes
NOTS	NATO of the Shelf
NR	NATO Restricted
NS	NATO Secret
NSIP	NATO Security Investment Program
OA	Operational Analysis
O-ANT	Networked Tactical-Data
OMT	ORBAT Management Tool
OPP	Operational Planning Process
OPS Centre	Operations Centre
O&E	Operations and Exercise
OPSM	Operations Plans Service Management
OPT	Operations Planning Tool
ORA	Operations Research and Analysis
OS	Other Services
PCAL	Prioritised Critical Asset Lists
PDIM	Primary Directive on Information Management
PFP	Partnership for Peace
PlaTo	TMD Planning Tool
PMSE	Prime Mission Support Equipment
PO&S	Programme Office and Services
PoP	Point of Presence
POW	Programme of Works
PP	Price Proposal
QRP	Quick Action Package
R&D	Research and Development
SA	Situational Awareness
SAT	System Analysis Tool
SB	Supplier Board
SC	Senior Customer
SCOI	Special Community of Interest
SCS	Standard Client Services
SEW	Shared Early Warning
SL	Service Line
SLA	Service Level Agreement
SLT	Service Level Target
SMC	Service Management and Control
SMEs	Subject Matter Experts

Acronyms	Description
SOF	Special Operations Force
SRA	the Suitability and Risk Assessment
SSA	Service Support Agreement
SSBA - SL	Service Support and Business Applications Service Line
SSF	Service Support Framework
SSSB	Ship-Shore-Ship-Buffer
STF	STANAG Transformation Framework
SU	Situational Understanding
TA	Technical Agreement
TDL	Tactical Data Links
TMD	Theatre Missile Defence

Acronyms	Description
TO	Task Order
TOPFAS	Tools for Operations Planning Functional Services
TSGT	Tactical Satellite Ground Terminals
TST	Time-Sensitive Targeting
TWP	TOPFAS Web Portal
UAS	User Access Services
UMT	User Management Tool
VTC	Video Tele-Conference
WMS	Web Map Service

Annex A – Demand Management Customer Request Form

Latest version of the CRF is available in the online CSC, button “Customer Request Form”:

<https://dnbl.ncia.nato.int/nciaservicecatalogue/SitePages/Services.aspx>



Demand Management
 Avenue du Bourget 140
 1110 Brussels, Belgium
 Telephone: +32 (0)2 707 8353
 +32 (0)2 707 8422
 Email:
 Demand.Management@ncia.nato.int

Receipt date:
 CRF Reference:
To be completed by NCI Agency

Customer Request Form

Find more information on the request submission and process under:
<https://www.ncia.nato.int/Pages/Demand-Management.aspx>

Requestor/ Organization <hr/>	<ol style="list-style-type: none"> 1. Organization: 2. Unit/Site: 3. Office: 4. Street: Number: 5. PO Box: 6. Postal Code: 7. City: 8. Country: 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Invoicing Address <i>(only if different from Requestor)</i> <hr/>	<ol style="list-style-type: none"> 1. Organization: 2. Unit/Site: 3. Office: 4. Street: Number: 5. PO Box: 6. Postal Code: 7. City: 8. Country: 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Point Of Contact <i>(for background information)</i> <hr/>	<ol style="list-style-type: none"> 1. First Name: 2. Last Name: 3. Rank/ Title: 4. Job Title: 5. Business phone: 6. Mobile phone: 7. Unclassified Email address: 8. NS Wan Email: <i>if applicable</i> 	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Nature of Request:</p> <p> <input type="checkbox"/> Provide Feedback Annex I <input type="checkbox"/> Request Services Annex I <input type="checkbox"/> Request Software Annex II <input type="checkbox"/> Request a Meeting or Visit Annex III </p> <p>Title of Request: <hr/> </p>		

Proposed milestones (Start Date – End Date – Key Milestones)

Budget available

Please indicate any relevant information regarding deadline for budget availability, critical payment milestones, or ceiling.

Commercial Partner

If your request is for a commercial partner, please provide the company details below.

1. Organization:	
2. Unit/Site:	
3. Office:	
4. Street:	
5. Street Number:	
6. PO Box:	
7. Post Code:	
8. City:	
9. Country:	
10. POC First Name:	
11. POC Last Name:	
12. POC Rank/ Title	
13. POC Job Title	

CRF Version 2.0

If your request requires obtaining software, please continue with [Annex II](#).

If not, your request is ready to be signed and submitted. Please go to the end of the form.

ANNEX II: Request for NATO Software Tools

Please select the software from the “NATO Software Tools” section on the front page of the NCI Agency Customer Services Catalogue at the following link “[NCI Agency Customer Services Catalogue](#)” or at www.ncia.nato.int (under ‘Our Service’). If the software you require is not listed in the “NATO Software Tools” section, additional software is also listed in the drop-down list on the “[Services](#)” section of the Customer Services Catalogue.

In addition, to the standard delivery of NATO Software Tools, NCI Agency also offers a selected set of software under a Routine Delivery Licence Agreement covering the release of NATO-owned software tools to the Ministry of Defence of NATO Nations and elements of the NATO Force Structure. The NATO entities which have signed this Licence Agreement can download them directly through the Customer Services Catalogue (for those that are registered) or order them through this Customer Request Form.

Standard Delivery Software

Service ID (i.e. CSOI44 where available)	Tool Acronym (e.g. CNAFS/FinS Where available)	Service Name (e.g. Centralized NATO Automated Financial System)

Routine Delivery Software

	Domain	Short name	Catalogue ID	Full name
	IKM	DHS	SCOI70	Document Handling System
		TTE	SCOI70	Tasker Tracker Enterprise
		EP	EAS03	Enterprise Portal
	Training & Simulation	JEMM	SCOI55	Joint Exercise Management Module
		JEST	SCOI54	Joint Exercise Scenario Tool
		JPECT / FLAMES	SCOI57	Joint Planning and Execution Coordination Tools / Flexible Analysis, Modelling and Exercise System
	Maritime	DARE	N/A	Decision Aid for Risk Evaluation
		MCMEXPERT	SCOI01 / SCOI22	Mine Counter Measures Expert
	Logistics	LOGFAS	SCOI48	Logistic Functional Area Services including: - CORSOM: Coalition Reception, Staging and Onward Movement - ACROSS: Allied Commands Resource Optimization System Software
		EVEWeb	SCOI48	Effective Visible Execution
	Joint & Common	iGeoSIT	SCOI47	Interim Geo-Spatial Intelligence Tool (Luciad license not included)
		COP-IM	SCOI14	COP Information Manager
		JCHAT	SCOI17	Secure Joint Tactical Chat
		JOC Watch	SCOI18	Joint Operations Center Watch
		NIRIS	SCOI16	Networked Interoperable Real-Time Information Services
		OANT	SCOI16	Online Analyser for Networked Tactical Data Link
	ISR	NITB	SCOI24	NATO Intel Toolbox
		JOIS	SCOI24	Joint Operations and Intelligence Information System
	Planning	TOPFAS	SCOI09	Tool for Operations Planning Functional Area Services (MARIA Teleplan Software not included)

CRF Version 2.0

Other Software requested:

The NCI Agency offers SCOI76, NATO Wide Integrated Command and Control Software for Air Operations (ICC) (ICC Complete NU and ICC Complete NR). This services contain licenced commercial software. If you request these products, you must provide a valid Oracle Customer Support Identifier (CSI). Without a CSI your request may not be processed correctly. Please contact your local Oracle representative or contact the NCI Agency, Air Command and Control Programme Office & Services, NATO Programming Centre, Delivery Manager: +32 4 289 9475, productdelivery.glons@ncia.nato.int or via the internet at <https://www.npc.ncia.nato.int>.

If applicable, provide your Oracle CSI number:

Summary of the Request and intended use of the software product:

Usage of Software

Mode of operation:

Evaluation and Testing Operational Use Exercise Training Other

Domains:

Number of Work Stations:

Commercial Partner

If your request is for a commercial partner, please provide the company details.

- 1. Organization: _____
- 2. Unit/Site: _____
- 3. Office: _____
- 4. Street: _____
- Number: _____
- 5. PO Box: _____
- 6. Postal Code: _____
- 7. City: _____
- 8. Country: _____
- 9. POC First Name: _____
- 10. POC Last Name: _____
- 11. POC Rank/ Title: _____
- 12. POC Job Title: _____

Usage of the Software by the Commercial Partner:

If you need any service related to this request, such as installation support, training etc. please ensure you have filled in Services (ANNEX I). If not, your request is ready to be signed and submitted. Please go to the end of the form.

ANNEX III: Visit/Meeting Request Form

Topic of the Event

Event location and timeline:

- NCI Agency Brussels (BEL) NCI Agency The Hague (NLD) NCI Agency Mons (BEL)

Other :

Invitation for NCI Agency to participate in external event

Formal Event

Social Event

Event Location:

Indicative timeline:

Indicate composition of delegation (head of delegation, areas of responsibilities)

Detailed description of visit/meeting (aim, intention, goals, objectives) *attach Annexes if needed*

Provide information if applicable:

a. Previous engagements / events relevant to this event

b. Projects With NCI Agency relevant to the event

c. Areas of cooperation with NCI Agency relevant to the event

d. Potential areas of future cooperation

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Once you submit the form we will acknowledge receipt within 3 working days

Centralized Service Desk Phone Numbers

Belgium: +32 65 44 3177
Netherlands: +31 70374 3177
Italy: +39 081 721 3177
Germany +49 282 4978 3177

Other National numbers will be promulgated
as and when they become available

**NATO Communications and Information Agency
Agence OTAN d'information et de communication**

Bâtiment Z
Avenue de Bourget 140
1110 Brussels
Belgium
Tel. +32 2 707 4111

